Section II – Market Assessment

Ballard*King & Associates (B*K) has been hired to perform a market analysis and feasibility study for Fairmont, MN.

The following is a summary of the demographic characteristics within Fairmont, MN and an area identified as the Secondary Service Areas. The Secondary Service Area is defined as the service area for the Mayo Clinic, which encompasses southern Minnesota and northern Iowa.

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2010 Census data and their demographers for 2018-2023 projections. In addition to demographics, ESRI also provides data on housings, recreation, and entertainment spending and adult participation in activities. B*K also uses information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in various activities.

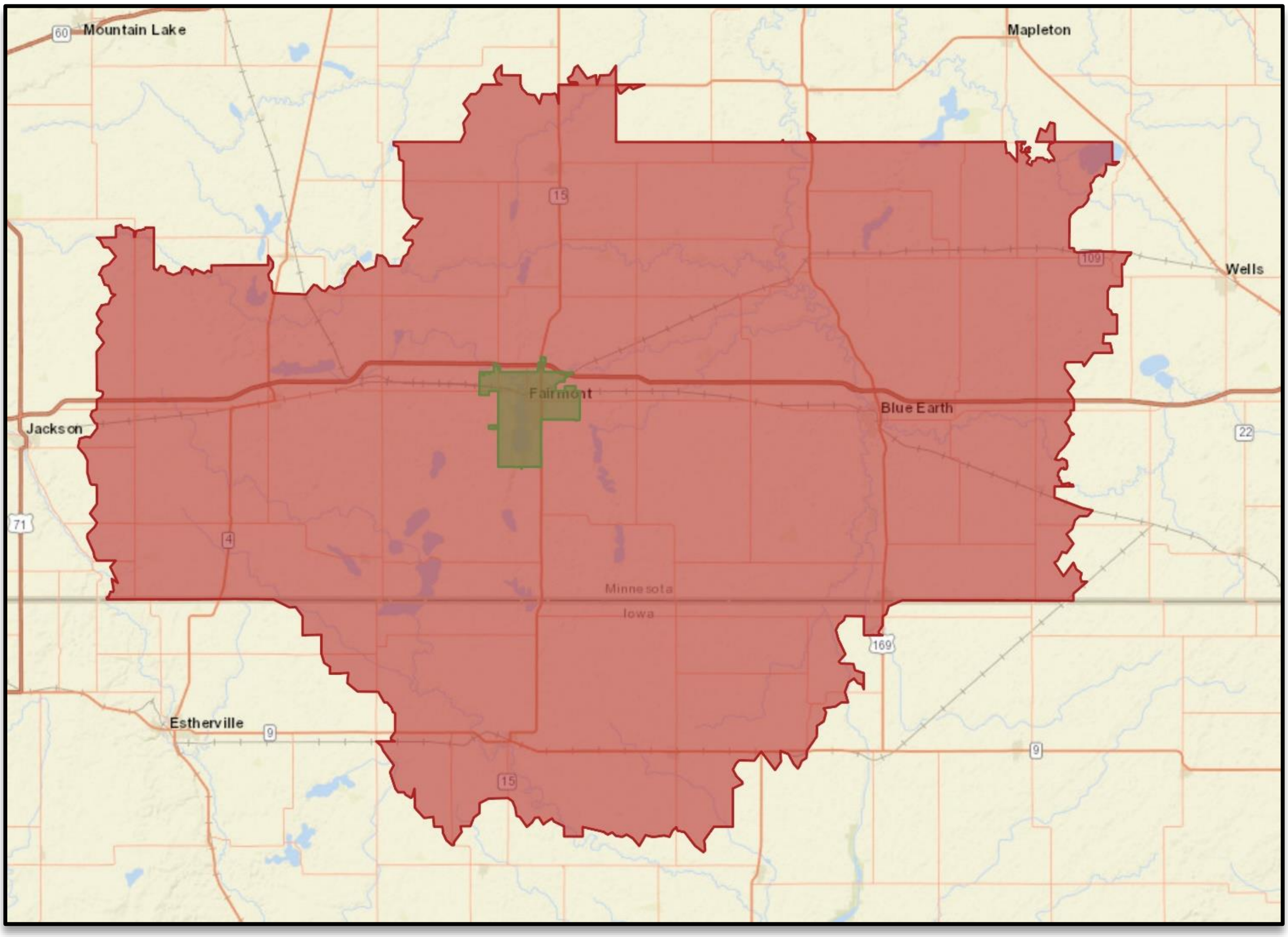
Service Areas:
The information provided includes the basic demographics and data for Fairmont with comparison data for the Secondary Service Area as well as the State of Minnesota and the United States.

Secondary Service Areas are defined as the distance people will travel on a regular basis (a minimum of once a week) to utilize recreation facilities. Use by individuals outside of this area will be much more limited and will focus more on special activities or events.

Service areas can flex or contract based upon a facility's proximity to major thoroughfares. Other factors impacting the use as it relates to driving distance are the presence of alternative service providers in the service area. Alternative service providers can influence membership, daily admissions and the associated penetration rates for programs and services.

Service areas can vary in size with the types of components in the facility.

Map A – Service Area Maps



- Green Boundary – City of Fairmont
- Red Boundary – Secondary Service Area (Mayo Clinic Service Area)

Demographic Summary

	Fairmont	Secondary Service Area
Population:		
2010 Census	10,666[1]	31,767[2]
2018 Estimate	10,430	31,034
2023 Estimate	10,104	30,317
Households:		
2010 Census	4,812	13,759
2018 Estimate	4,706	13,460
2023 Estimate	4,558	13,142
Families:		
2010 Census	2,816	8,887
2018 Estimate	2,727	8,591
2023 Estimate	2,626	8,346
Average Household Size:		
2010 Census	2.17	2.26
2018 Estimate	2.17	2.26
2023 Estimate	2.17	2.26
Ethnicity (2018 Estimate):		
Hispanic	6.5%	5.2%
White	93.4%	95.0%
Black	1.0%	0.7%
American Indian	0.3%	0.5%
Asian	0.8%	0.5%
Pacific Islander	0.0%	0.0%
Other	2.4%	1.9%
Multiple	2.0%	1.4%
Median Age:		
2010 Census	45.4	45.9
2018 Estimate	46.3	47.1
2023 Estimate	45.9	47.5
Median Income:		
2018 Estimate	$48,141	$50,957
2023 Estimate	$51,218	$55,398

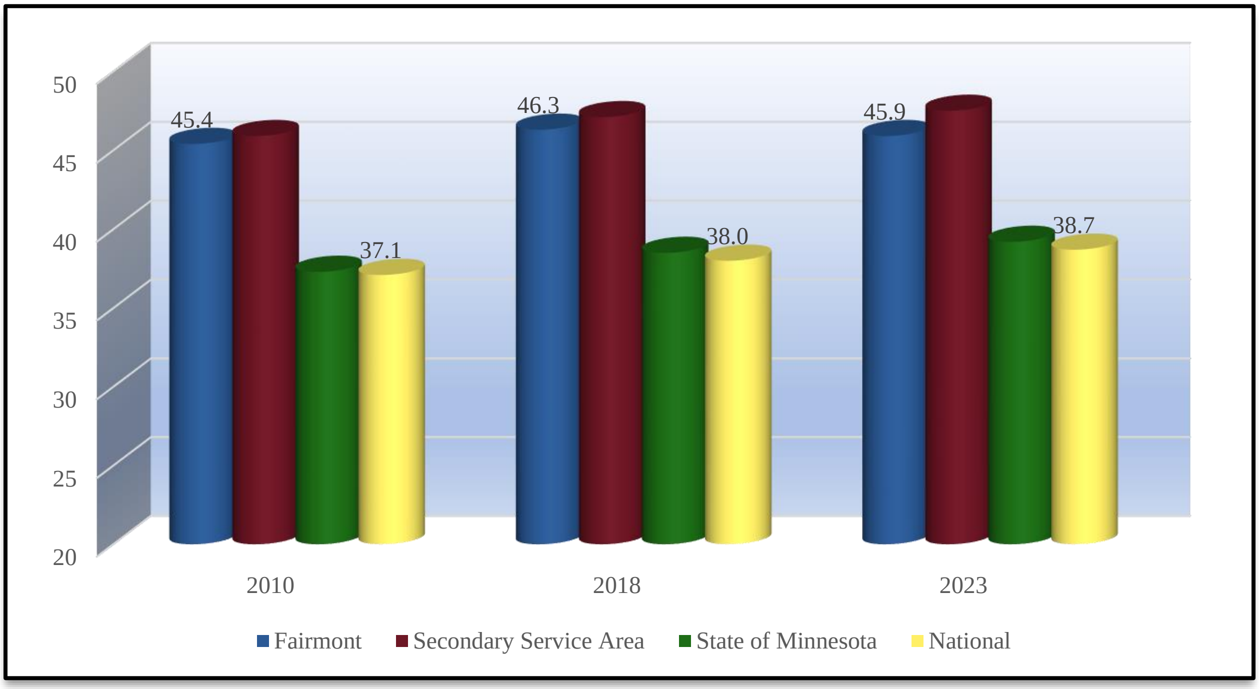
[1] From the 2000-2010 Census, the Fairmont experienced a 2.2% decrease in population.
[2] From the 2000-2010 Census, the Secondary Service Area experienced a 6.7% decrease in population.

Age and Income: The median age and household income levels are compared with the national number as both of these factors are secondary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

Table A – Median Age:

	2010 Census	2018 Projection	2023 Projection
Fairmont	45.4	46.3	45.9
Secondary Service Area	45.9	47.1	47.5
State of Minnesota	37.3	38.5	39.2
Nationally	37.1	38.3	39.0

Chart A – Median Age:



The median age in the Fairmont is slightly less than the Secondary Service Area but greater than the State of Minnesota and the National number. A lower median age typically points to the presence of families with children.

The following chart provides the number of households and percentage of households in Fairmont and the Secondary Service Area with children.

Table B – Households w/ Children

	Number of Households w/ Children	Percentage of Households w/ Children
Fairmont	1,192	24.8%
Secondary Service Area	3,540	25.7%
State of Minnesota	658,591	31.6%

The information contained in Table-B helps further outline the presence of families with children. As a point of comparison in the 2010 Census, 33.4% of households nationally had children present.

Map B – Median Age by Census Tract

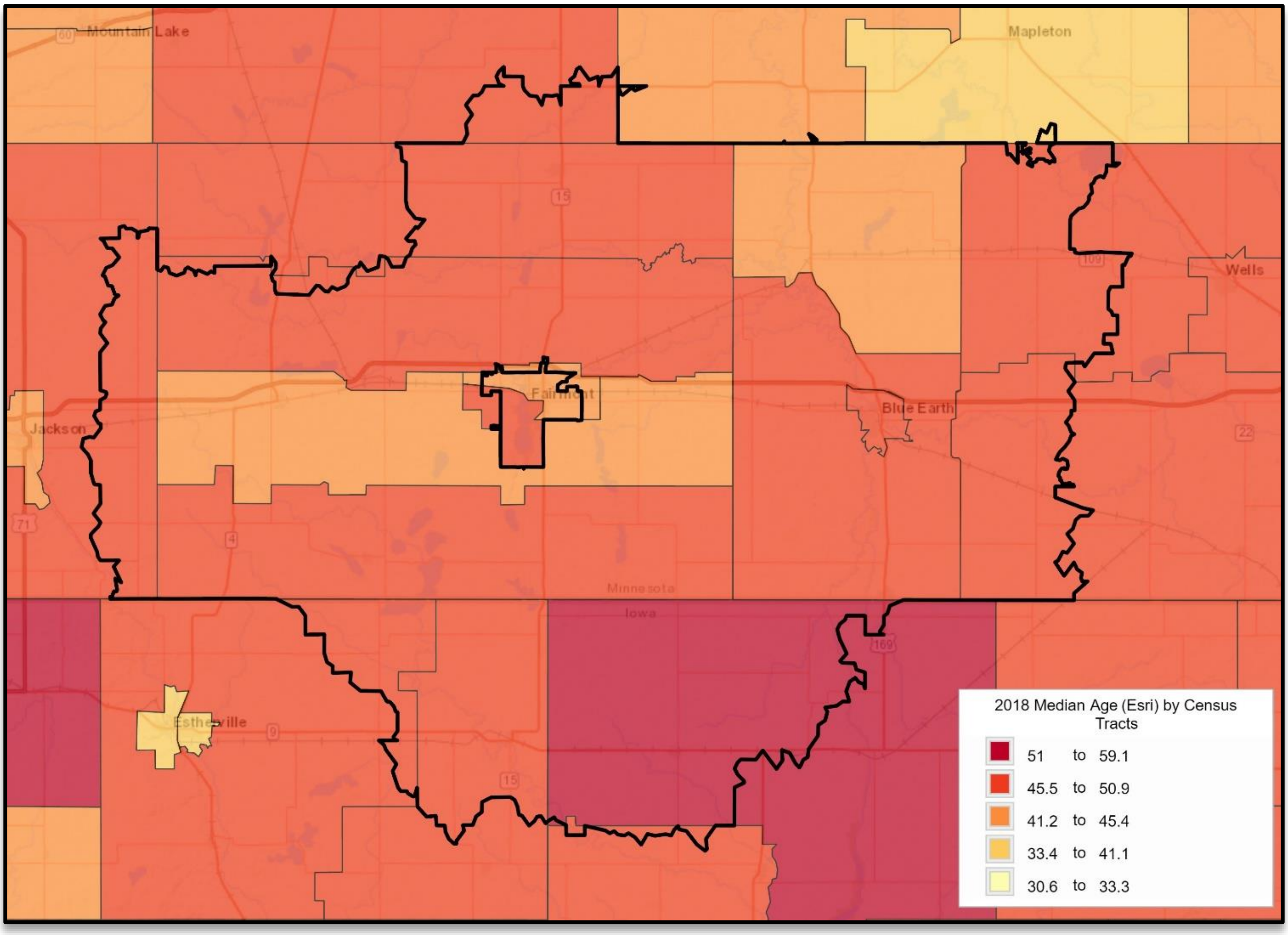
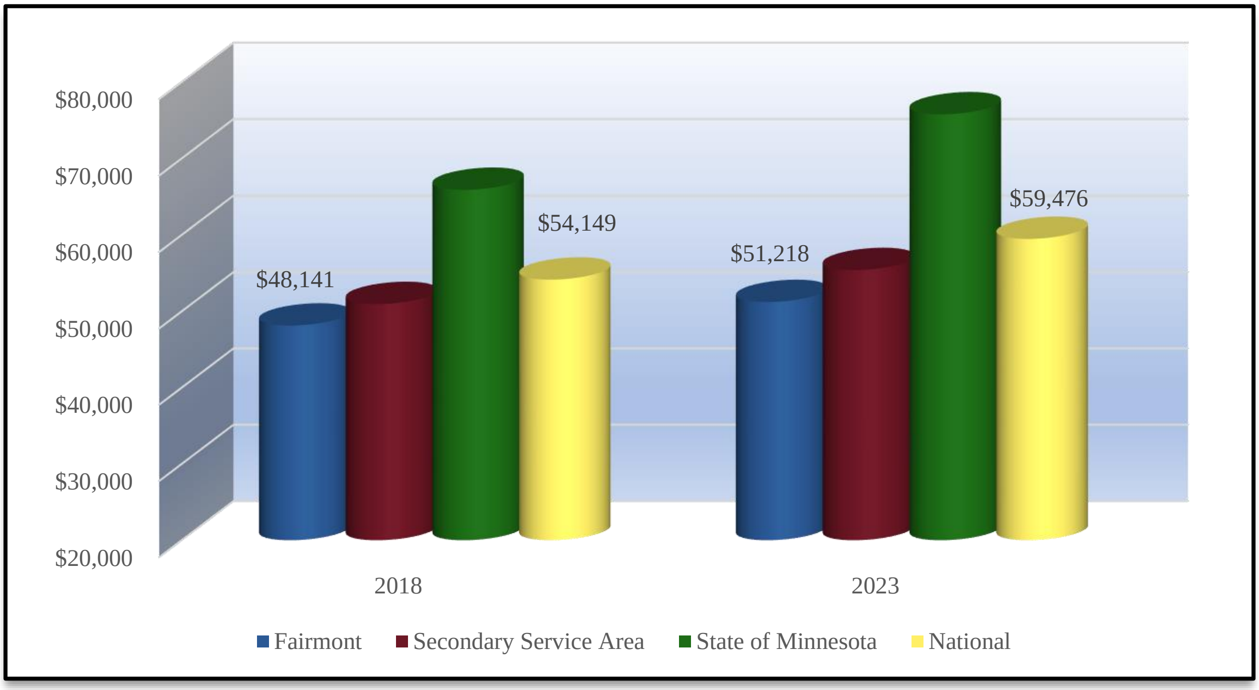


Table C – Median Household Income:

	2018 Projection	2023 Projection
Fairmont	$48,141	$51,218
Secondary Service Area	$50,957	$55,398
State of Minnesota	$65,887	$75,765
Nationally	$58,100	$65,727

Chart B – Median Household Income:



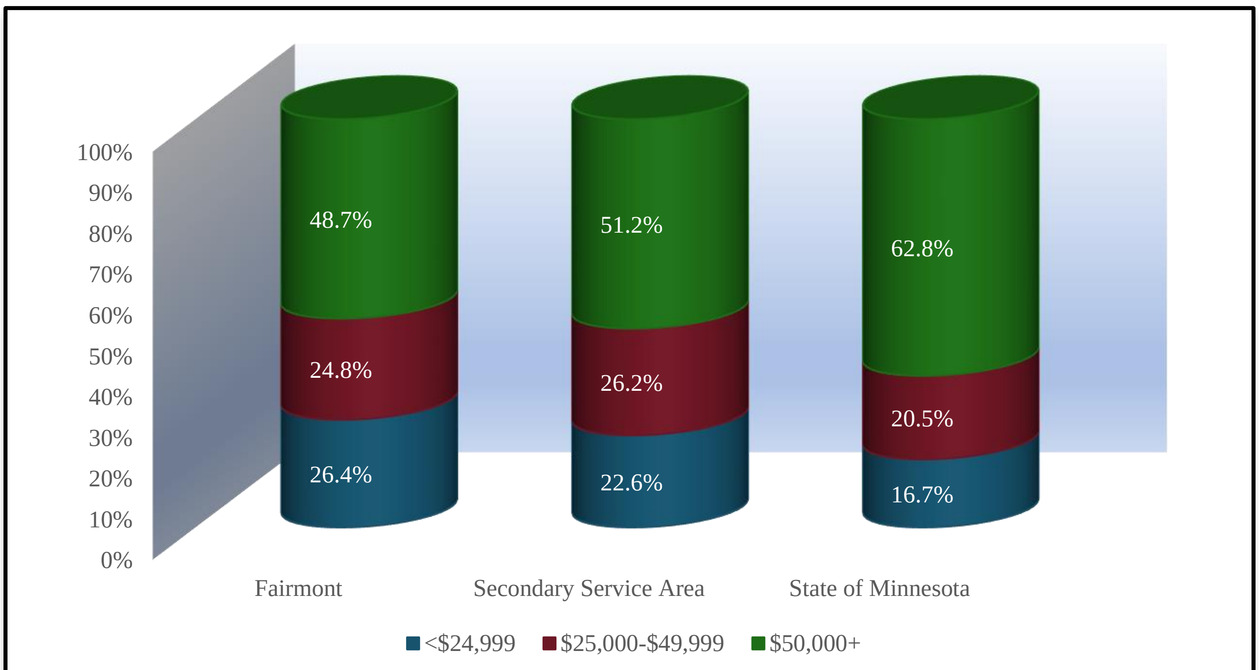
Based on 2018 projections for median household income the following narrative describes the service areas:

In Fairmont, the percentage of households with median income over $50,000 per year is 48.7% compared to 55.9% on a national level. Furthermore, the percentage of the households in the service area with median income less than $25,000 per year is 26.4% compared to a level of 21.5% nationally.

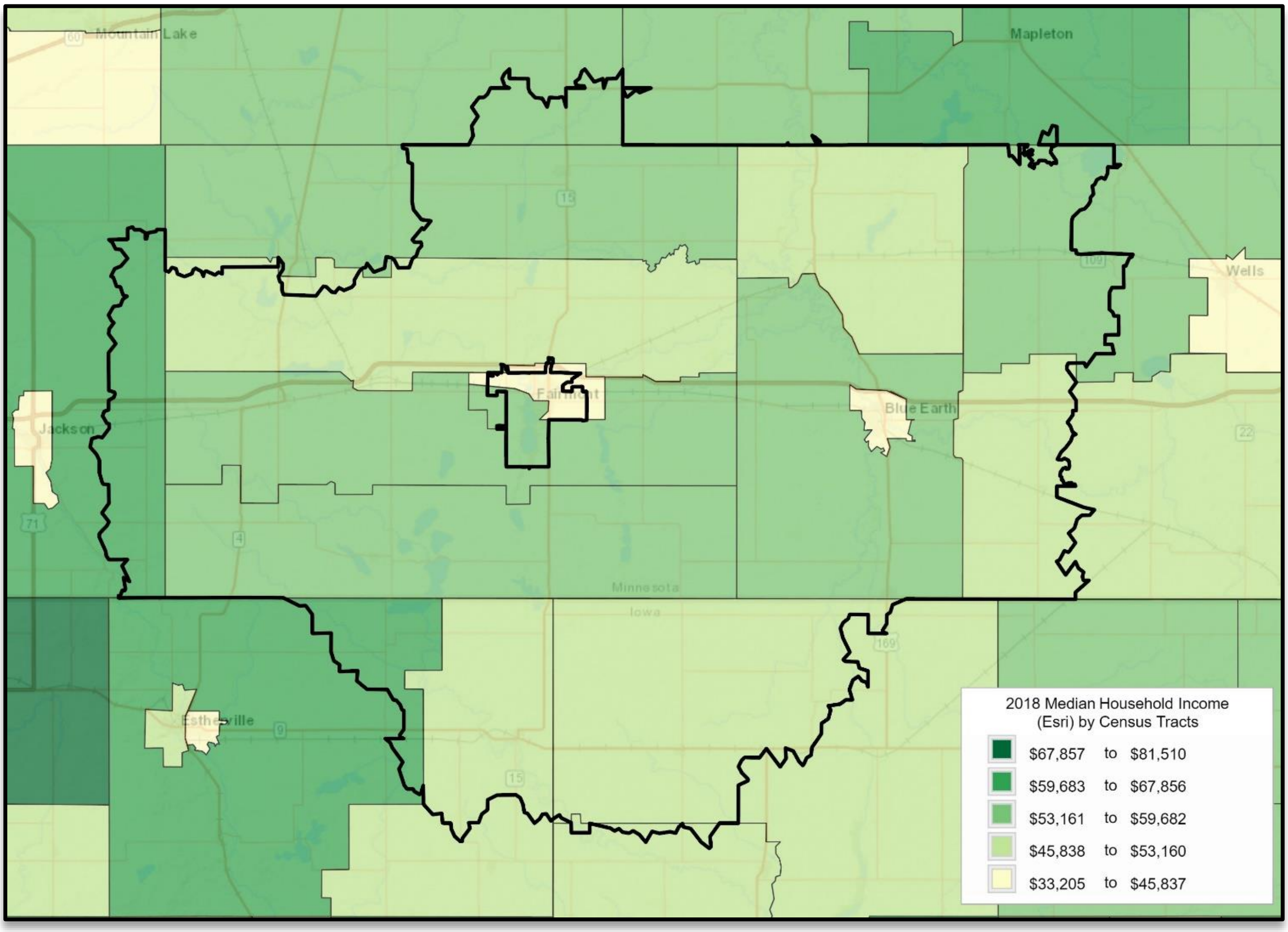
In the Secondary Service Area, the percentage of households with median income over $50,000 per year is 51.2% compared to 55.9% on a national level. Furthermore, the percentage of the households in the service area with median income less than $25,000 per year is 22.6% compared to a level of 21.5% nationally.

While there is no perfect indicator of use of an indoor recreation facility, the percentage of households with more than $50,000 median income is a key indicator. Therefore, those numbers are significant and balanced with the overall cost of living.

Chart C – Median Household Income Distribution



Map C – Household Income by Census Tract



In addition to taking a look at Median Age and Median Income, it is important to examine Household Budget Expenditures. In particular, reviewing housing information; shelter, utilities, fuel and public services along with entertainment & recreation can provide a snapshot into the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas.

Table D – Household Budget Expenditures[3]:

Fairmont	SPI	Average Amount Spent	Percent
Housing	78	$16,859.62	30.6%
Shelter	*77*	*$12,885.35*	*23.4%*
Utilities, Fuel, Public Service	*80*	*$3,974.27*	*7.2%*
Entertainment & Recreation	78	$2,499.51	4.5%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	81	$17,567.75	29.0%
Shelter	*76*	*$12,815.54*	*21.1%*
Utilities, Fuel, Public Service	*96*	*$4,752.21*	*7.8%*
Entertainment & Recreation	91	$2,929.59	4.8%

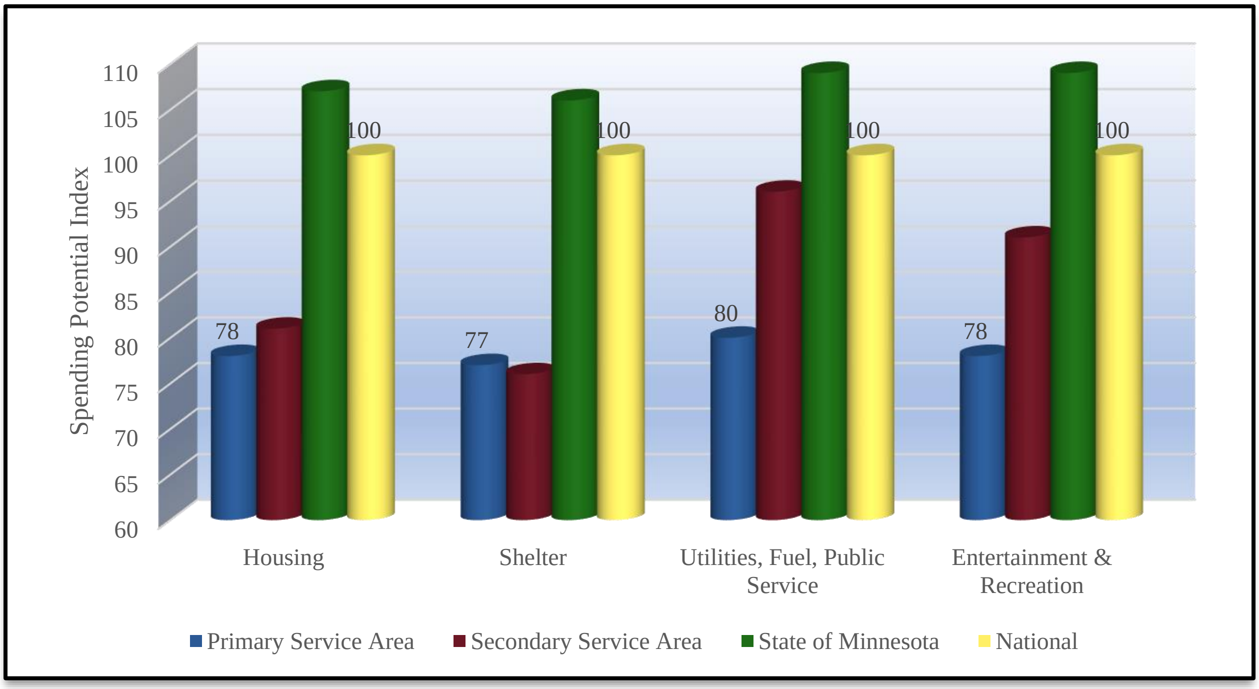
State of Minnesota	SPI	Average Amount Spent	Percent
Housing	107	$23,218.27	30.2%
Shelter	*106*	*$17,805.96*	*23.1%*
Utilities, Fuel, Public Service	*109*	*$5,412.31*	*7.0%*
Entertainment & Recreation	109	$3,512.61	4.6%

SPI: Spending Potential Index as compared to the National number of 100.
Average Amount Spent: The average amount spent per household.
Percent: Percent of the total 100% of household expenditures.

Note: *Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.*

[3] Consumer Spending data are derived from the 2004 and 2005 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2018 and 2023.

Chart D – Household Budget Expenditures Spending Potential Index:



The total number of housing units in the Fairmont is 32,281 and 93.8 % are occupied, or 30,267 housing units. The total vacancy rate for the service area is 6.2%. Of the available units:

- For Rent 2.8%
- Rented, not Occupied 0.3%
- For Sale 1.0%
- Sold, not Occupied 0.3%
- For Seasonal Use 1.0%
- Other Vacant 1.0%

The total number of housing units in the Secondary Service Area is 15,461 and 89.0% are occupied, or 13,759 housing units. The total vacancy rate for the service area is 11.0%. Of the available units:

- For Rent 2.7%
- Rented, not Occupied 0.1%
- For Sale 1.7%
- Sold, not Occupied 0.6%
- For Seasonal Use 1.8%
- Other Vacant 4.1%

Recreation Expenditures Spending Potential Index: Finally, through the demographic provider that B*K utilizes for the market analysis portion of the report, we can examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

Table E – Recreation Expenditures Spending Potential Index:

Fairmont	SPI	Average Spent
Fees for Participant Sports	75	$84.63
Fees for Recreational Lessons	67	$92.04
Social, Recreation, Club Membership	72	$163.03
Exercise Equipment/Game Tables	75	$43.20
Other Sports Equipment	82	$6.33

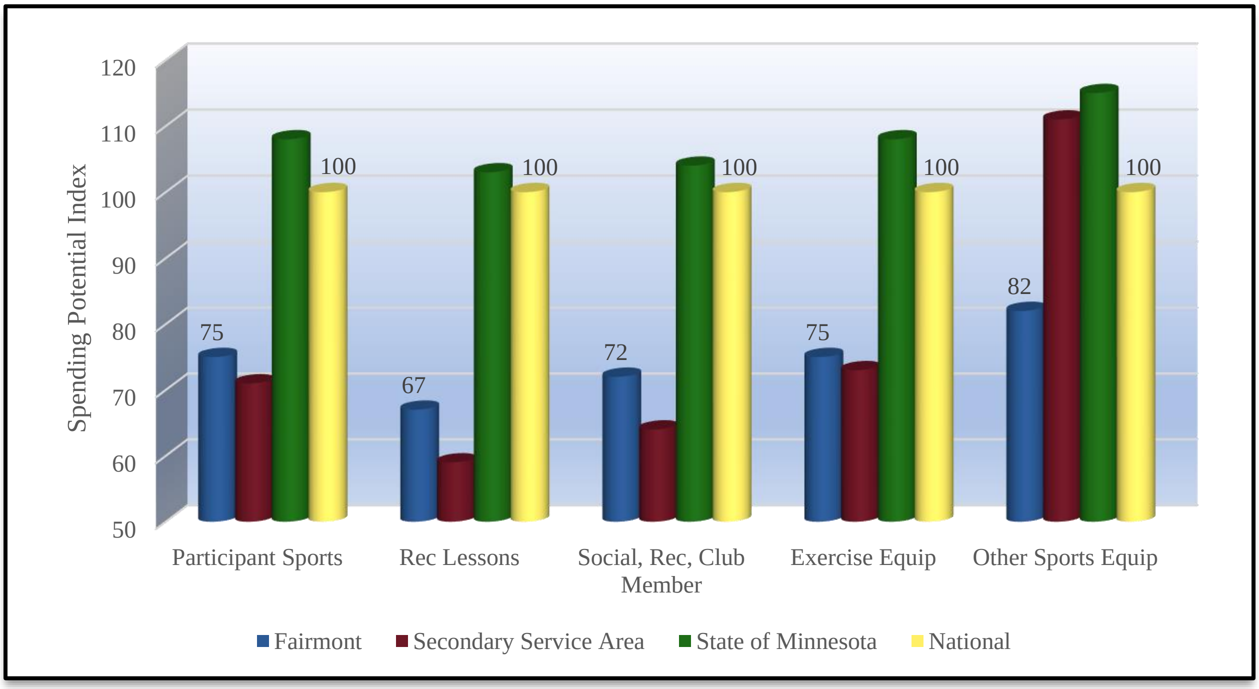
Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	71	$80.31
Fees for Recreational Lessons	59	$82.18
Social, Recreation, Club Membership	64	$144.77
Exercise Equipment/Game Tables	73	$41.78
Other Sports Equipment	111	$8.56

State of Minnesota	SPI	Average Spent
Fees for Participant Sports	108	$64.36
Fees for Recreational Lessons	103	$143.01
Social, Recreation, Club Membership	104	$235.67
Exercise Equipment/Game Tables	108	$62.24
Other Sports Equipment	115	$8.85

Average Amount Spent: The average amount spent for the service or item in a year.

SPI: Spending potential index as compared to the national number of 100.

Chart E – Recreation Spending Potential Index:



Population Distribution by Age: Utilizing census information for the Fairmont and Secondary Service Area, the following comparisons are possible.

Table F – 2018 Fairmont Age Distribution
(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	595	5.7%	6.0%	-0.3%
5-17	1,508	14.4%	16.3%	-1.9%
18-24	762	7.3%	9.7%	-2.4%
25-44	2,204	21.1%	26.4%	-5.3%
45-54	1,221	11.7%	13.0%	-1.3%
55-64	1,560	15.0%	12.9%	+2.1%
65-74	1,263	12.1%	9.2%	+2.9%
75+	1,314	12.6%	6.4%	+6.2%

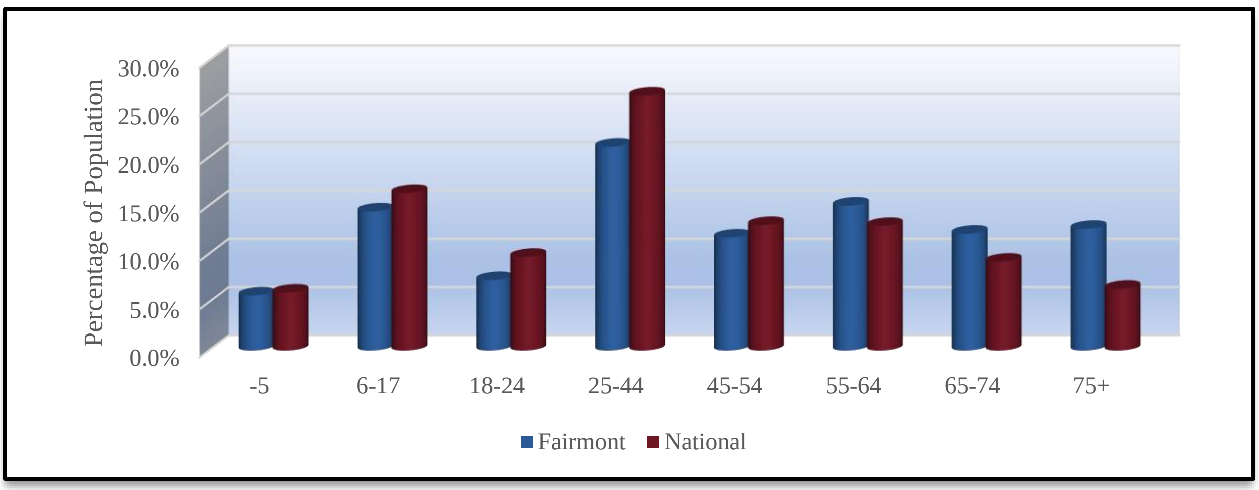
Population: 2018 census estimates in the different age groups in Fairmont.

% of Total: Percentage of the Fairmont population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between Fairmont population and the national population.

Chart F – 2018 Fairmont Age Group Distribution



The demographic makeup of Fairmont, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the older age groups, 55+. A smaller population in the younger age groups under 55. The greatest positive variance is in the 75+ age group with +6.2%, while the greatest negative variance is in the 25-44 age group with -5.3%.

Table G – 2018 Secondary Service Area Age Distribution
(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	1,703	5.4%	6.0%	-0.6%
5-17	4,517	14.6%	16.3%	-1.7%
18-24	2,141	6.9%	9.7%	-2.8%
25-44	6,445	20.7%	26.4%	-5.7%
45-54	3,755	12.1%	13.0%	-0.9%
55-64	4,949	16.0%	12.9%	3.1%
65-74	3,934	12.6%	9.2%	3.4%
75+	3,590	11.7%	6.4%	5.3%

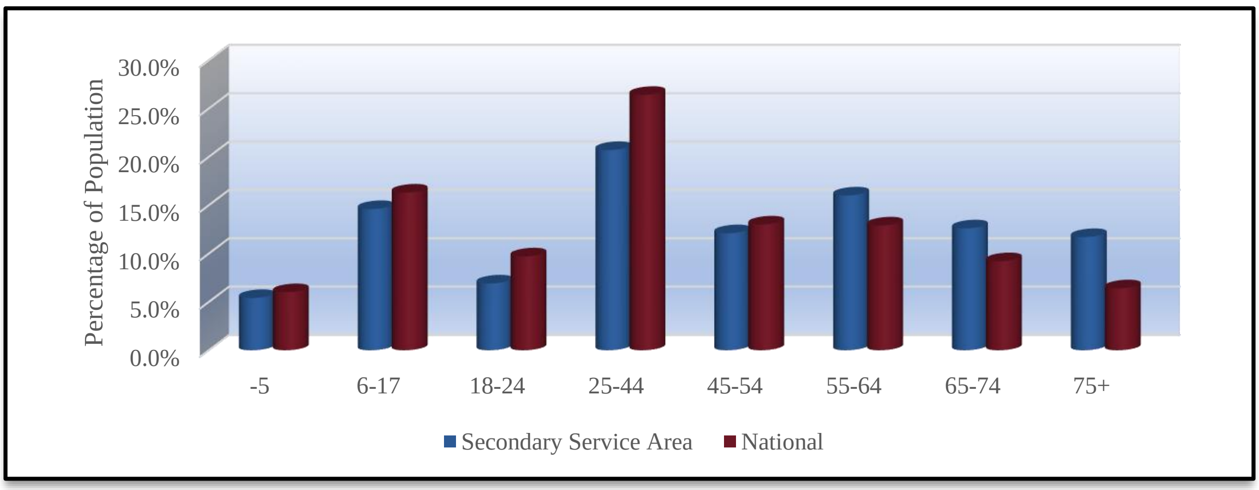
Population: 2018 census estimates in the different age groups in the Secondary Service Area.

% of Total: Percentage of the Secondary Service Area population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between Secondary Service Area population and the national population.

Chart G – 2018 Secondary Service Area Age Group Distribution



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the age groups 55+ and a smaller population in the 0-55 age groups. The greatest positive variance is in the 75+ age group with +5.3%, while the greatest negative variance is in the 25-44 age group with -5.7%.

Population Distribution Comparison by Age: Utilizing census information from the Fairmont and Secondary Service Area, the following comparisons are possible.

Table H – 2018 Fairmont Population Estimates
(U.S. Census Information and ESRI)

Ages	2010 Census	2018 Projection	2023 Projection	Percent Change	Percent Change Nat'l
-5	673	595	579	-14.0%	+2.5%
5-17	1,606	1,508	1,504	-6.4%	+0.9%
18-24	746	762	697	-6.6%	+0.7%
25-44	2,254	2,204	2,187	-3.0%	+12.5%
45-54	1,574	1,221	1,040	-33.9%	-9.5%
55-64	1,450	1,560	1,370	-5.5%	+17.2%
65-74	975	1,263	1,379	+41.4%	+65.8%
75+	1,388	1,314	1,347	-3.0%	+40.2%

Chart H – Fairmont Population Growth

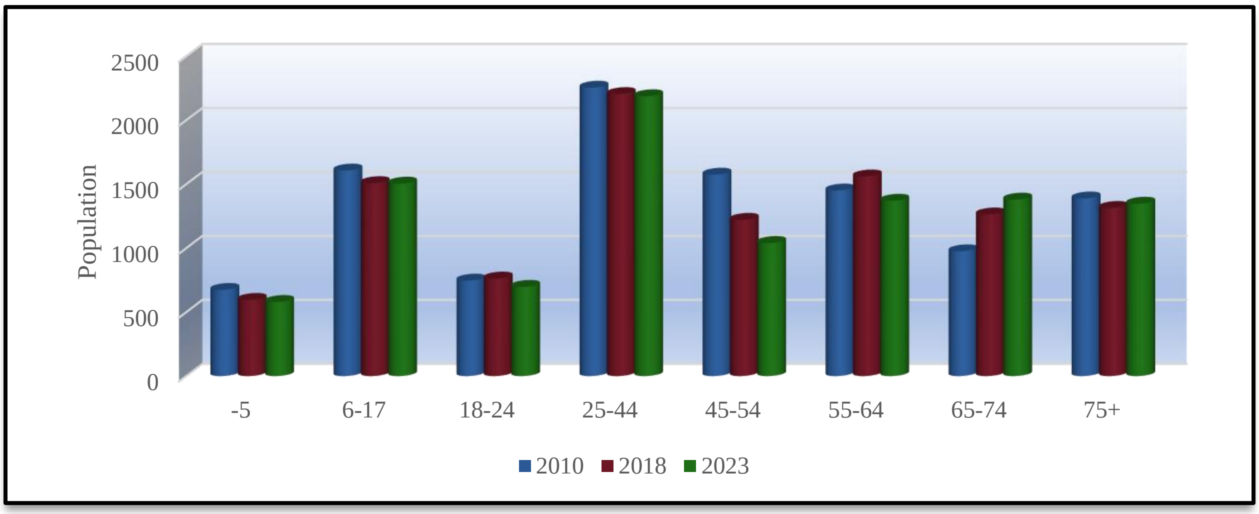


Table-H illustrates the growth or decline in age group numbers from the 2010 census until the year 2023. It is projected all age categories, except 65-74, will see a decrease in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Table I – 2018 Secondary Service Area Population Estimates
(U.S. Census Information and ESRI)

Ages	2010 Census	2018 Projection	2023 Projection	Percent Change	Percent Change Nat'l
-5	1,855	1,703	1,632	-12.0%	+2.5%
5-17	5,123	4,517	4,526	-11.7%	+0.9%
18-24	2,043	2,141	1,874	-8.3%	+0.7%
25-44	6,445	6,445	6,357	-1.4%	+12.5%
45-54	4,966	3,755	3,269	-34.2%	-9.5%
55-64	4,526	4,949	4,371	-3.4%	+17.2%
65-74	3,075	3,934	4,448	+44.7%	+65.8%
75+	3,706	3,590	3,840	+3.6%	+40.2%

Chart I – Secondary Service Area Population Growth

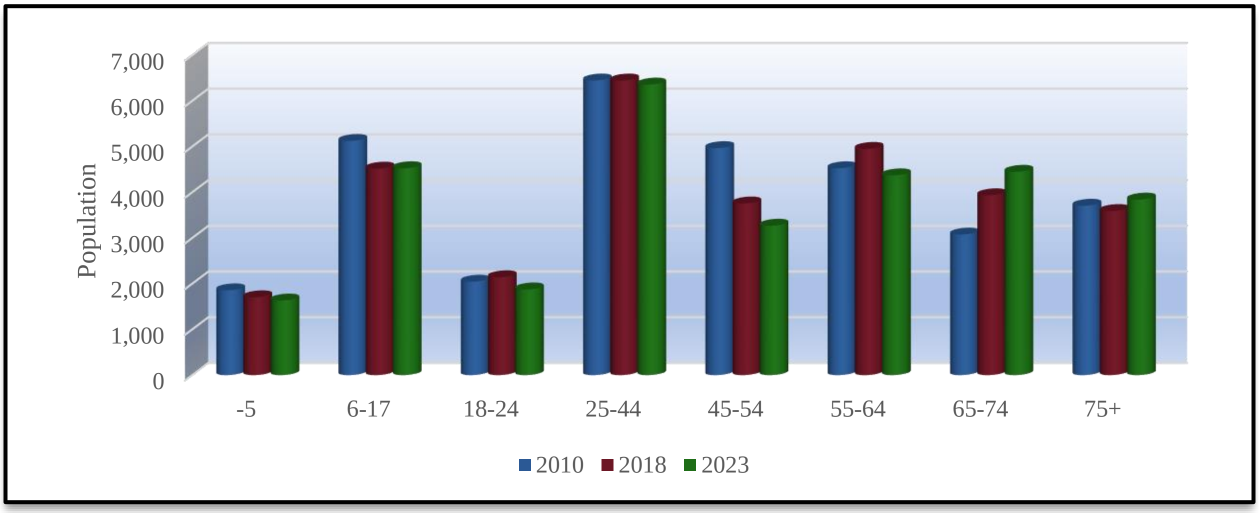


Table-I illustrates the growth or decline in age group numbers from the 2010 census until the year 2023. It is projected that the age categories under 65 will see a decrease in population. The age categories 65-74 and 75+ will see an increase. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population.

Below is listed the distribution of the population by race and ethnicity for the Fairmont and Secondary Service Area for 2018 population projections. Those numbers were developed from 2010 Census Data.

Table J – Fairmont Ethnic Population and Median Age 2018
(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of MN Population
Hispanic	683	25.1	6.5%	5.5%

Table K – Fairmont by Race and Median Age 2018
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of MN Population
White	9,738	48.2	93.4%	82.2%
Black	104	25.0	1.0%	6.4%
American Indian	37	35.8	0.3%	1.2%
Asian	85	32.5	0.8%	5.1%
Pacific Islander	5	42.5	0.0%	0.1%
Other	257	30.5	2.4%	2.2%
Multiple	213	19.4	2.0%	2.8%

2018 Fairmont Total Population: 10,430 Residents

Chart J – 2018 Fairmont Population by Non-White Race

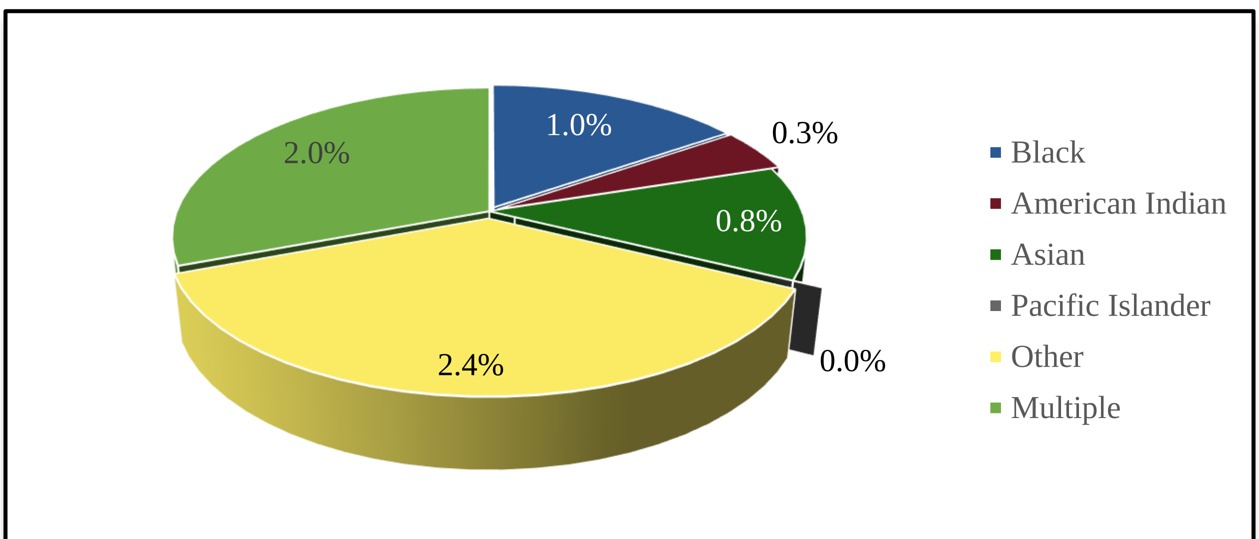


Table L – Secondary Service Area Ethnic Population and Median Age 2018
(Source – U.S. Census Bureau and ESRI)

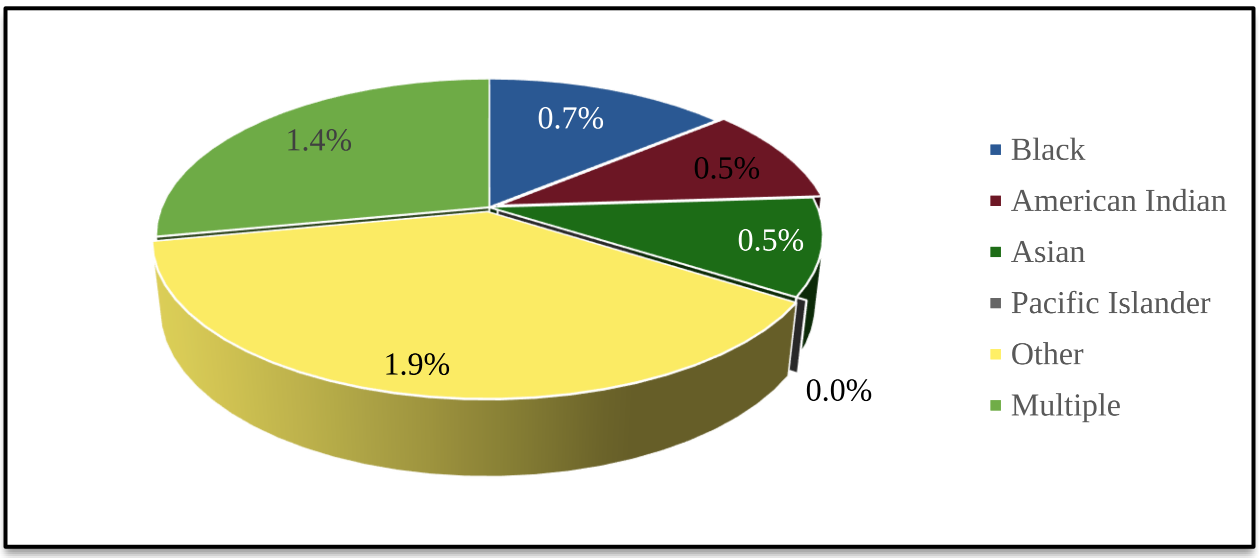
Ethnicity	Total Population	Median Age	% of Population	% of MN Population
Hispanic	1,606	23.5	5.2%	5.5%

Table M – Secondary Service Area by Race and Median Age 2018
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of MN Population
White	29,475	48.5	95.0%	82.2%
Black	203	19.6	0.7%	6.4%
American Indian	161	26.5	0.5%	1.2%
Asian	143	34.3	0.5%	5.1%
Pacific Islander	6	35.0	0.0%	0.1%
Other	603	28.1	1.9%	2.2%
Multiple	443	17.4	1.4%	2.8%

2018 Secondary Service Area Total Population: 31,034 Residents

Chart K – 2018 Secondary Service Area Population by Non-White Race



Tapestry Segmentation

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

There is value including this information for Fairmont. The data assists the organization in understanding the consumers/constituents in their service area and supply them with the right products and services.

The Tapestry segmentation system classifies U.S. neighborhoods into 65 unique market segments. Neighborhoods are sorted by more than 60 attributes including; income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior.

The following pages and tables outline the top 5 tapestry segments in each of the service areas and provide a brief description of each. This information combined with the key indicators and demographic analysis of each service area help further describe the markets that the Secondary Service Area looks to serve with programs, services, and special events.

For comparison purposes the following are the top 10 Tapestry segments, along with percentage in the United States:

1. Green Acres (6A)	3.2%
2. Southern Satellites (10A)	3.2%
3. Savvy Suburbanites (1D)	3.0%
4. Salt of the Earth (6B)	2.9%
5. Soccer Moms (4A)	2.8%
	15.1%
6. Middleburg (4C)	2.8%
7. Midlife Constants (5E)	2.5%
8. Comfortable Empty Nesters (5A)	2.5%
9. Heartland Communities (6F)	2.4%
10. Old and Newcomers (8F)	2.3%
	12.5%

Table N – Fairmont Tapestry Segment Comparison
(ESRI estimates)

	Fairmont		*Demographics*	
	Percent	Cumulative Percent	Median Age	Median HH Income
Traditional Living (12B)	32.5%	32.5%	34.8	$37,000
Midlife Constants (5E)	20.1%	52.6%	45.9	$48,000
Comfortable Empty Nesters (5A)	15.4%	68.0%	46.8	$68,000
Retirement Communities (9E)	13.2%	81.2%	52.0	$35,000
Social Security Set (9F)	11.6%	92.8%	44.2	$16,000

Traditional Living (12B) – This is a young market learning responsibility with jobs and marriage trying to hold onto youthful interests of style and fun. Cost conscious but brand loyal.

Midlife Constants (5E) – Seniors at or approaching retirement. Although they are generous, they are attentive to price. Prefer outdoor activities and contributing to the arts/service organizations.

Comfortable Empty Nesters (5A) – Baby Boomers earning a comfortable living. Transitioning from raising children to retirement. They value their health and are physically active.

Retirement Communities (9E) – This group stays up-to-date with the latest news, take pride in being financially responsible. Enjoy cooking and are health conscious.

Social Security Set (9F) – An older market with low, fixed income, primarily Social Security. Prefer meals at home. Often limited by medical conditions and rely heavily on medications.

Chart L – Fairmont Tapestry Segment Representation by Percentage:

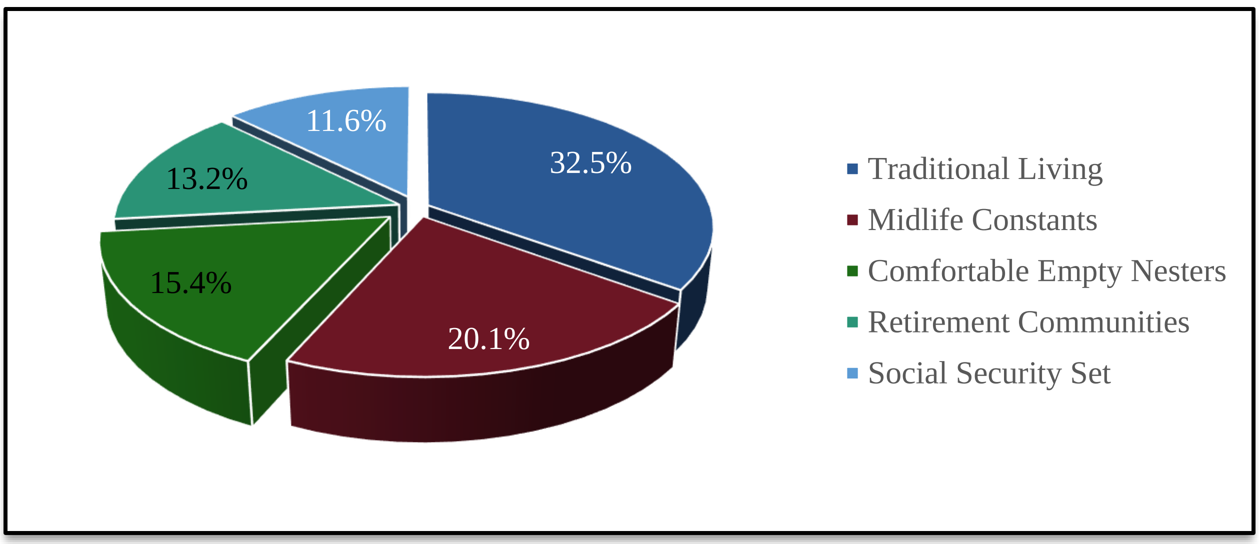


Table O – Secondary Service Area Tapestry Segment Comparison
(ESRI estimates)

	Fairmont		*Demographics*	
	Percent	Cumulative Percent	Median Age	Median HH Income
Prairie Living (6D)	36.2%	36.2%	43.4	$51,000
Heartland Communities (6F)	23.4%	59.6%	41.5	$39,000
Traditional Living (12B)	11.4%	71.0%	34.8	$37,000
Small Town Simplicity (12C)	7.7%	78.7%	40.0	$27,000
Midlife Constants (5E)	7.2%	85.9%	45.9	$48,000

Prairie Living (6D) – Predominantly self-employed farmers. Don't often relax, but enjoy outdoor activities. Resistant to technology and creatures of habit. Faith and religion are important.

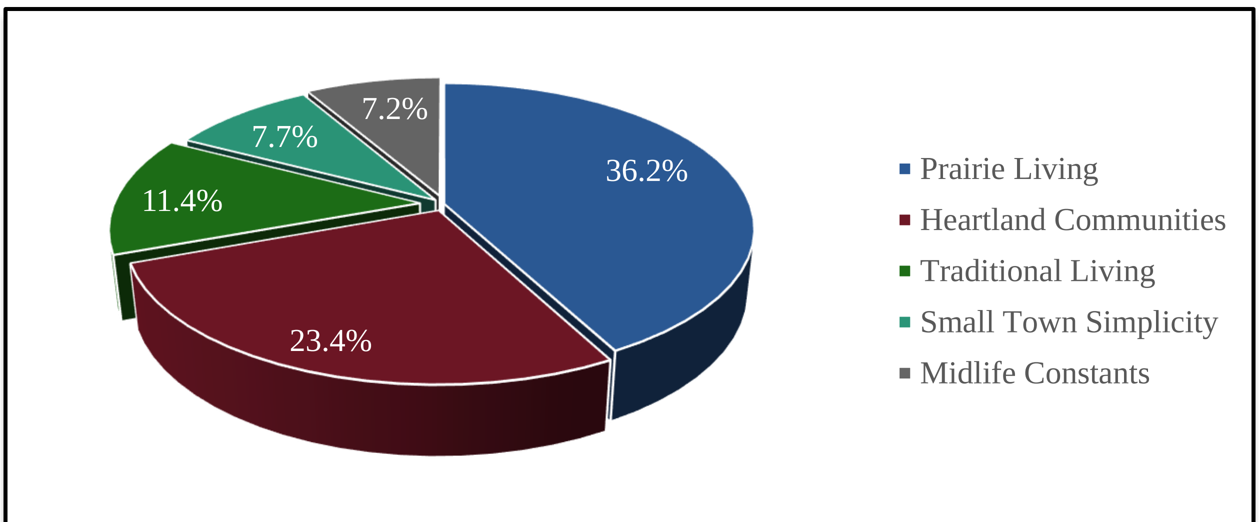
Heartland Communities (6F) – Embracing a slower pace, this group actively participates in outdoor activities. They prefer to buy American, are traditional, patriotic and support local business.

Traditional Living (12B) – This is a young market learning responsibility with jobs and marriage trying to hold onto youthful interests of style and fun. Cost conscious but brand loyal.

Small Town Simplicity (12C) – Living a down-to-earth lifestyle, residents avoid debt. They are community-oriented and conservative. Very price-conscious. Favor traditional sports and convenience.

Midlife Constants (5E) – Seniors at or approaching retirement. Although they are generous, they are attentive to price. Prefer outdoor activities and contributing to the arts/service organizations.

Chart M – Secondary Service Area Tapestry Segment Representation by Percentage:



Demographic Summary

The following summarizes the demographic characteristics of the service areas.

- The population level of 31,034 people within the Secondary Service Area is large enough to support an indoor recreation and sports facility when overlaying NSGA participation statistics on to the demographic profile of the community.

- The median age for the Primary Service is higher (8 years) than the National number. The growth estimated in the older age groups suggests an aging population. Age is one determining factor that drives participation in recreation and sport activities.

- The primary service area experienced a slight decrease in population since the 2010 Census. This trend is expected to continue over the next 5 years with population in the service area decreasing to a population of 10,104, which is a 3.1% decrease.

- The percent of households with children in the primary service area is 24.8% compared to the national level of 33.4%.

- The higher median age combined with the lower percent of households with children suggest that the primary service area will experience a housing turnover in the next 5-10 years.

- The median household income within the Primary Service Area is 17.1% lower than the national level. Furthermore, the percent of households with income over $50,000 is 51.2% compared to a national level of 55.9%. Household income is another one of the primary determining factors that drives participation recreation and sports.

- The Spending Potential Index for housing in the primary service area is 22% lower than the national level while the median HH Income is 17% above the national level. This suggests a normal level of disposable income.

- The Tapestry segments identified in the Primary Service Area point to an active community, which is also supported by the presence of other service providers.

- Based on the population, age group distribution, household income levels the overall market conditions for the recreation and sports activities in the primary service area are favorable.

Section III –Participation, Trends & Providers

In addition to analyzing the demographic realities of the service areas, it is possible to project possible participation in recreation and sport activities.

Participation Numbers: On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay rate of participation onto Fairmont and the Secondary Service Area to determine market potential. The information contained in this section of the report, utilizes the NSGA's most recent survey. For that data was collected in 2017 and the report was issued in June of 2018.

B*K takes the national average and combines that with participation percentages of Fairmont the Secondary Service Area based upon age distribution, median income, region and National number. Those four percentages are then averaged together to create a unique participation percentage for the service area. This participation percentage when applied to the population of Fairmont and the Secondary Service Area then provides an idea of the market potential for various activities.

Community Recreation Related Activities Participation: These activities are could take place at an indoor community recreation center space.

Table A –Participation Rates for Fairmont

	Age	Income	Region	Nation	Average
Aerobics	14.6%	12.9%	17.6%	15.2%	15.1%
Basketball	7.0%	6.9%	8.4%	8.3%	7.6%
Bicycle Riding	11.4%	10.0%	13.6%	12.3%	11.8%
Exercise Walking	37.0%	34.0%	41.9%	35.4%	37.1%
Exercise w/ Equipment	19.0%	17.6%	23.1%	18.8%	19.6%
Ice Hockey	1.0%	0.4%	1.3%	1.1%	0.9%
Ice Skating	2.5%	2.5%	4.3%	3.0%	3.1%
Lacrosse	0.8%	0.5%	0.9%	1.0%	0.8%
Pilates	0.3%	2.0%	1.3%	1.9%	1.4%
Running/Jogging	12.7%	12.5%	17.2%	14.8%	14.3%
Soccer	4.0%	3.4%	3.7%	4.9%	4.0%
Swimming	15.4%	14.7%	19.3%	16.2%	16.4%
Volleyball	3.0%	2.4%	3.6%	3.6%	3.1%
Weight Lifting	11.6%	11.3%	15.5%	12.4%	12.7%
Workout at Clubs	12.3%	10.6%	13.6%	12.7%	12.3%
Yoga	9.2%	8.7%	9.8%	10.0%	9.4%
Did Not Participate	23.8%	25.0%	41.9%	22.8%	28.4%

Age: Participation based on individuals ages 7 & Up of Fairmont.
Income: Participation based on the 2018 estimated median household income in Fairmont.
Region: Participation based on regional statistics (West North Central).
National: Participation based on national statistics.
Average: Average of the four columns.

Note: "Did Not Participate" refers to all 55 activities tracked by the NSGA.

Table B –Participation Rates for Secondary Service Area

	Age	Income	Region	Nation	Average
Aerobics	14.7%	15.7%	17.6%	15.2%	15.8%
Basketball	6.9%	8.0%	8.4%	8.3%	7.9%
Bicycle Riding	11.5%	12.1%	13.6%	12.3%	12.4%
Exercise Walking	37.2%	36.0%	41.9%	35.4%	37.6%
Exercise w/ Equipment	19.0%	19.7%	23.1%	18.8%	20.1%
Ice Hockey	1.0%	0.9%	1.3%	1.1%	1.1%
Ice Skating	2.5%	3.2%	4.3%	3.0%	3.3%
Lacrosse	0.8%	1.0%	0.9%	1.0%	0.9%
Pilates	0.3%	2.0%	1.3%	1.9%	1.4%
Running/Jogging	12.7%	15.9%	17.2%	14.8%	15.1%
Soccer	4.0%	5.0%	3.7%	4.9%	4.4%
Swimming	15.5%	16.6%	19.3%	16.2%	16.9%
Volleyball	3.0%	3.7%	3.6%	3.6%	3.5%
Weight Lifting	11.6%	12.2%	15.5%	12.4%	12.9%
Workout at Clubs	12.2%	13.0%	13.6%	12.7%	12.9%
Yoga	9.1%	9.6%	9.8%	10.0%	9.6%
Did Not Participate	23.8%	25.4%	41.9%	22.8%	28.5%

Age: Participation based on individuals ages 7 & Up of Secondary Service Area.
Income: Participation based on the 2018 estimated median household income in Secondary Service Area.
Region: Participation based on regional statistics (West North Central).
National: Participation based on national statistics.
Average: Average of the four columns.

Note: "Did Not Participate" refers to all 55 activities tracked by the NSGA.

Anticipated Participation Number: Utilizing the average percentage from Table-A above plus the 2010 census information and census estimates for 2018 and 2023 (over age 7) the following comparisons are available.

Table C –Participation Growth or Decline in Fairmont

	Average	2010 Population	2018 Population	2023 Population	Difference
Aerobics	15.1%	1,470	1,446	1,402	-68
Basketball	7.6%	745	733	710	-35
Bicycle Riding	11.8%	1,153	1,134	1,100	-54
Exercise Walking	37.1%	3,613	3,554	3,445	-168
Exercise w/ Equipment	19.6%	1,912	1,880	1,823	-89
Ice Hockey	0.9%	91	90	87	-4
Ice Skating	3.1%	300	295	286	-14
Lacrosse	0.8%	78	77	75	-4
Pilates	1.4%	134	131	127	-6
Running/Jogging	14.3%	1,394	1,371	1,329	-65
Soccer	4.0%	391	385	373	-18
Swimming	16.4%	1,598	1,572	1,524	-74
Volleyball	3.1%	306	301	292	-14
Weight Lifting	12.7%	1,237	1,217	1,180	-57
Workout at Clubs	12.3%	1,198	1,178	1,142	-56
Yoga	9.4%	918	903	875	-43
Did Not Participate	28.4%	2,766	2,720	2,637	-129

Note: These figures do not necessarily translate into attendance figures for various activities or programs. The "Did Not Participate" statistics refers to all 55 activities outlined in the NSGA 2017 Survey Instrument.

Table D –Participation Growth or Decline in Secondary Service Area

	Average	2010 Population	2018 Population	2023 Population	Difference
Aerobics	15.8%	4,605	4,529	4,430	-176
Basketball	7.9%	2,305	2,267	2,218	-88
Bicycle Riding	12.4%	3,608	3,548	3,471	-138
Exercise Walking	37.6%	10,966	10,784	10,548	-418
Exercise w/ Equipment	20.1%	5,870	5,773	5,647	-224
Ice Hockey	1.1%	310	305	298	-12
Ice Skating	3.3%	948	932	912	-36
Lacrosse	0.9%	271	266	260	-10
Pilates	1.4%	399	393	384	-15
Running/Jogging	15.1%	4,414	4,341	4,246	-168
Soccer	4.4%	1,284	1,262	1,235	-49
Swimming	16.9%	4,924	4,842	4,736	-188
Volleyball	3.5%	1,010	993	972	-39
Weight Lifting	12.9%	3,765	3,702	3,621	-144
Workout at Clubs	12.9%	3,753	3,691	3,610	-143
Yoga	9.6%	2,806	2,760	2,699	-107
Did Not Participate	28.5%	8,296	8,158	7,979	-316

Note: These figures do not necessarily translate into attendance figures for various activities or programs. The "Did Not Participate" statistics refers to all 55 activities outlined in the NSGA 2017 Survey Instrument.

Participation by Ethnicity and Race: The table below compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing information provided by the National Sporting Goods Association's 2017 survey, the following comparisons are possible.

Table E – Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Fairmont	National Participation	African American Participation	Hispanic Participation
Aerobics	15.1%	15.2%	14.5%	11.4%
Basketball	7.6%	8.3%	12.2%	7.9%
Bicycle Riding	11.8%	12.3%	8.0%	10.2%
Exercise Walking	37.1%	35.4%	29.4%	25.6%
Exercise w/ Equipment	19.6%	18.8%	15.8%	15.0%
Ice Hockey	0.9%	1.1%	0.3%	0.5%
Ice Skating	3.1%	3.0%	1.0%	1.4%
Lacrosse	0.8%	1.0%	0.6%	0.9%
Pilates	1.4%	1.9%	1.9%	1.8%
Running/Jogging	14.3%	14.8%	14.0%	14.9%
Soccer	4.0%	4.9%	2.8%	6.2%
Swimming	16.4%	16.2%	10.2%	12.9%
Volleyball	3.1%	3.6%	3.4%	3.2%
Weight Lifting	12.7%	12.4%	13.2%	10.5%
Workout at Clubs	12.3%	12.7%	12.0%	11.2%
Yoga	9.4%	10.0%	8.5%	9.0%
Did Not Participate	28.4%	22.8%	26.6%	26.6%

Secondary Service Part: The unique participation percentage developed for Fairmont.
National Rate: The national percentage of individuals who participate in the given activity.
African American Rate: The percentage of African-Americans who participate in the given activity.
Hispanic Rate: The percentage of Hispanics who participate in the given activity.

There is Hispanic population of 6.5% in Fairmont. As such these numbers don't play a factor with regards to overall participation.

Table F – Comparison of National, African American and Hispanic Participation Rates

Indoor Activity	Secondary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobics	15.8%	15.2%	14.5%	11.4%
Basketball	7.9%	8.3%	12.2%	7.9%
Bicycle Riding	12.4%	12.3%	8.0%	10.2%
Exercise Walking	37.6%	35.4%	29.4%	25.6%
Exercise w/ Equipment	20.1%	18.8%	15.8%	15.0%
Ice Hockey	1.1%	1.1%	0.3%	0.5%
Ice Skating	3.3%	3.0%	1.0%	1.4%
Lacrosse	0.9%	1.0%	0.6%	0.9%
Pilates	1.4%	1.9%	1.9%	1.8%
Running/Jogging	15.1%	14.8%	14.0%	14.9%
Soccer	4.4%	4.9%	2.8%	6.2%
Swimming	16.9%	16.2%	10.2%	12.9%
Volleyball	3.5%	3.6%	3.4%	3.2%
Weight Lifting	12.9%	12.4%	13.2%	10.5%
Workout at Clubs	12.9%	12.7%	12.0%	11.2%
Yoga	9.6%	10.0%	8.5%	9.0%
Did Not Participate	28.5%	22.8%	26.6%	26.6%

Secondary Service Part: The unique participation percentage developed for Secondary Service Area.
National Rate: The national percentage of individuals who participate in the given activity.
African American Rate: The percentage of African-Americans who participate in the given activity.
Hispanic Rate: The percentage of Hispanics who participate in the given activity.

There is Hispanic population of 5.2% in Secondary Service Area. As such these numbers don't play a factor with regards to overall participation.

Summary of Sports Participation: The following chart summarizes participation for indoor activities utilizing information from the 2017 National Sporting Goods Association survey.

Table G – Sports Participation Summary

Sport	Nat'l Rank[4]	Nat'l Participation (in millions)
Exercise Walking	1	105.7
Exercising w/ Equipment	2	57.1
Swimming	3	45.6
Aerobic Exercising	4	45.6
Running/Jogging	5	44.9
Hiking	6	42.9
Camping	7	40.4
Workout @ Club	8	37.8
Bicycle Riding	9	36.2
Weight Lifting	10	35.6
Yoga	12	30.3
Basketball	14	24.8
Volleyball	24	10.7
Table Tennis	25	10.2
Martial Arts MMA	36	6.2
Gymnastics	37	6.1
Pilates	41	5.5
Cheerleading	48	3.7
Boxing	49	3.6
Wrestling	52	3.0

Nat'l Rank: Popularity of sport based on national survey.
Nat'l Participation: **P**opulation that participate in this sport on national survey.

[4] This rank is based upon the 55 activities reported on by NSGA in their 2017 survey instrument.

Participation by Age Group: Within the NSGA survey, participation is broken down by age groups. As such B*K can identify the top 3 age groups participating in the activities reflected in this report.

Chart H – Participation by Age Group:

Activity	Largest	Second Largest	Third Largest
Aerobics	25-34	35-44	45-54
Basketball	12-17	7-11	18-24
Bicycle Riding	7-11	12-17	35-44
Billiards/Pool	25-34	18-24	35-44
Boxing	25-34	18-24	35-44
Cheerleading	7-11	12-17	18-24
Exercise Walking	45-54	55-67	75+
Exercise w/ Equipment	25-34	45-54	18-24
Martial Arts MMA	7-11	12-17	18-24
Pilates	25-34	35-44	18-24
Running/Jogging	25-34	18-24	12-17
Swimming	7-11	12-17	35-44
Tables Tennis	12-17	18-24	25-34
Volleyball	12-17	7-11	18-24
Weight Lifting	25-34	18-24	35-44
Workout at Clubs	25-34	18-24	35-44
Wrestling	12-17	7-11	18-24
Yoga	25-34	18-24	35-44
Did Not Participate	7-11	75+	55-64

Largest: Age group with the highest rate of participation.
Second Largest: Age group with the second highest rate of participation.
Third Largest: Age group with the third highest rate of participation.

Market Potential Index for Adult Participation: In addition to examining the participation numbers for various indoor activities through the NSGA 2017 Survey and the Spending Potential Index for Entertainment & Recreation, B*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in various activities.

Table I – Market Potential Index for Adult Participation in Activities in Fairmont

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	576	6.9%	88
Basketball	564	6.8%	82
Bicycle Riding	763	9.2%	90
Exercise Walking	1,839	22.15	91
Ice Skating	199	2.4%	80
Pilates	173	2.1%	74
Running/Jogging	771	9.3%	72
Swimming	1,295	15.6%	96
Volleyball	236	2.8%	86
Weight Lifting	727	8.7%	83
Yoga	510	6.1%	75

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in Fairmont.
Percent of Population: Percent of the service area that participates in the activity.

MPI: Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in the activities listed is greater than the national number of 100 in all instances. In many cases when a participation number is lower than the National number, secondary factors include a lack of facilities or an inability to pay for services and programs.

Table I – Market Potential Index for Adult Participation in Activities in Secondary Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	1,540	6.2%	79
Basketball	1,301	5.2%	64
Bicycle Riding	2,386	9.6%	95
Exercise Walking	5,823	23.5%	97
Ice Skating	561	2.3%	76
Pilates	497	2.0%	72
Running/Jogging	2,231	9.0%	70
Swimming	3,227	13.0%	80
Volleyball	725	2.9%	89
Weight Lifting	2,143	8.6%	82
Yoga	1,224	4.9%	60

Sports Participation Trends: Below are listed several sports activities and the percentage of growth or decline that each has experienced nationally over the last ten years (2008-2017).

Table J – National Activity Trend (in millions)

Increasing in Popularity

	2008 Participation	2017 Participation	Percent Change
Yoga	10.7	30.3	183.2%
Lacrosse	1.2	2.9	141.7%
Hockey (ice)	2.1	3.4	61.9%
Running/Jogging	30.4	44.9	47.7%
Wrestling	2.1	3.0	42.9%
Aerobic Exercising	34.8	45.6	31.0%
Exercise Walking	89.8	105.7	17.7%
Weight Lifting	33.2	35.6	7.2%
Basketball	24.1	24.8	2.9%
Workout @ Club	36.8	37.8	2.7%
Tennis	12.3	12.6	2.4%
Soccer	13.8	14.0	1.4%

Decreasing in Popularity

	2008 Participation	2017 Participation	Percent Change
Bicycle Riding	37.4	36.2	-3.2%
Ice/Figure Skating	8.2	7.7	-6.1%
Volleyball	12.0	10.7	-10.8%
Swimming	52.3	45.6	-12.8%
Baseball	14.0	12.2	-12.9%
Football (tackle)	9.2	7.9	-14.1%
Golf	22.7	18.5	-18.5%
Softball	12.4	9.6	-22.3%

2017 Participation: The number of participants per year in the activity (in millions) in the United States.

2008 Participation: The number of participants per year in the activity (in millions) in the United States.

Percent Change: The percent change in the level of participation from 2005 to 2014.

Indoor Sport and Recreation Trends

Over the last five to ten years one of the greatest trends in indoor community-based recreation facilities has been the fieldhouse. In the past the focus for indoor facilities was more on the hard- court sports of basketball and volleyball as well as other activities that could take place in a gymnasium setting. Field sports (football, soccer, lacrosse, field hockey and even baseball and softball) would have to make due with gym space and usually with a low priority of use compared to other activities. With this concept there was the recognition that there was too great of demand for gymnasium space to adequately serve the needs of field sports plus the fact that the hard-court surface was not conducive to these turf activities. As a result, the fieldhouse, which was once primarily seen only on college campuses, began to be built to serve the needs of local field sports programs for both youth and adults. The original market was geared toward youth sport teams, but it quickly became apparent that there was also a sizeable adult market in most communities as well.

The fieldhouse concept has also evolved during the last five to ten years. The early model consisted of a turfed surface bordered by a hockey style dasher board system with inset goals. This was done to primarily support indoor soccer. With the desire to increase the market for fieldhouses beyond just soccer (and to more closely replicate the outdoor game), some facilities are now being built using an open field concept rather than dasher boards. This allows sports such as football, and even baseball and softball to be played or practiced more effectively. The open field concept also more conducive to the variation of soccer called futsal.

Fieldhouses, due to their size and unique market focus, can be built as standalone facilities or as part of a larger building that has other more traditional sports activities (fitness, basketball, volleyball and swimming). Increasingly there has been a movement to build these types of indoor facilities in or next to large athletic field complexes with the ability to market directly to these users.

Despite their large size, fieldhouses have proven to be economically viable with low operating costs (staff and utilities) and this has been evidenced by the number of private facilities that are available. In addition to lower costs of operation, field sports teams and groups have been willing to pay reasonably high rental rates for field use and for leagues and tournaments.

Most publicly operated fieldhouses offer a full complement of sports leagues for both youth and adults. While soccer continues to remain the primary sport, lacrosse, football, field hockey and even rugby leagues can be found at many facilities. In addition, most fieldhouses offer a wide range of tournaments, camps, and clinics as well as having field rental time available. During the high season (typically November through March) it is not unusual to have fieldhouses operating until midnight or later seven nights a week. Most facilities do not open until early afternoon during the school year unless there are other programs available graduations, etc.) is also possible if the turf can be protected.

There continues to be very strong growth in the number of people participating in recreation and leisure activities. The Physical Activity Council in its 2013 study indicated that 33% of Americans (age 6 and older) are active to a healthy level. However, the study also indicated that 28% of Americans were inactive. It is estimated that one in five Americans over the age of six participates in some form of fitness related activity at least once a week. Statista, a statistic research company, reported that membership in U.S. health clubs has increased by 74% from 2000 to 2016, and memberships in health clubs reached an all-time high of 57.25 million in 2016. Statistics also indicate that approximately 12 out of every 100 people of the U.S. population (or 12%) belong to a health club. On the other side, most public recreation centers attract between 20% and 30% of a market area (more than once) during a year. All of this indicates the relative strength of a market for a community recreation facility. However, despite these increases, the American population continues to lead a rather sedentary life with an average of 25% of people across the country reporting that they engage in no physical activity (per The Center for Disease Control).

One of the areas of greatest participant growth over the last 10 years is in fitness related activities such as exercise with equipment, aerobic exercise and group cycling. This is also the most volatile area of growth with specific interest areas soaring in popularity for a couple of years only to be replaced by a new activity for the coming years. Also, showing particularly strong growth numbers are ice hockey and running/jogging while swimming participation remains consistently high despite recent drops in overall numbers. It is significant that many of the activities that can take place in an indoor recreation setting are ranked in the top fifteen in overall participation by the National Sporting Goods Association. Due to the increasing recreational demands, there has been a shortage in most communities of the following spaces:

- Gymnasiums/court surfaces
- Pools (especially leisure pools)
- Weight/cardiovascular equipment areas
- Indoor running/walking tracks
- Ice skating rinks
- Meeting/multipurpose (general program) space
- Senior's program space
- Pre-school and youth space
- Teen use areas
- Fieldhouse space

Thus, many communities have attempted to include these amenities in public community recreation facilities. With the growth in youth sports and the high demand for school gyms, most communities are experiencing an acute lack of gymnasium space. Weight/cardiovascular space is also in high demand and provides a facility with the potential to generate significant revenues. The success of most recreation departments is dependent on meeting the recreational needs of a variety of individuals. The fastest growing segment of society is the senior population and meeting the needs of this group is especially important now and will only grow more so in the coming years. Indoor walking tracks, exercise areas, pools and classroom spaces are important to this age group. Marketing to the younger more active senior (usually age 55-70) is paramount, as this age group has the free time available to participate in leisure activities, the desire to remain fit, and more importantly the disposable income to pay for such services.

Youth programming has always been a cornerstone for recreation services and will continue to be so with an increased emphasis on teen needs and providing a deterrent to juvenile crime and promotion of a healthy lifestyle. With a continuing increase in single parent households and two working parent families, the needs of school age children for before and after school child care continues to grow as does the need for preschool programming.

As more and more communities attempt to develop community recreation facilities the issues of competition with other providers in the market area have inevitably been raised. The loudest objections have come from the private health club market and their industry voice IHRSA. The private sector has vigorously contended that public facilities unfairly compete with them in the market and have spent considerable resources attempting to derail public projects. However, the reality is that in most markets where public community recreation centers have been built, the private sector has not been adversely affected and in fact in many cases has continued to grow. This is due in large part to the fact that public and private providers serve markedly different markets. One of the other issues of competition comes from the non-profit sector (primarily YMCA's but also JCC’s, and others), where the market is much closer to that of the public providers. While not as vociferous as the private providers, the non-profits have also often expressed concern over public community recreation centers. What has resulted from this is a strong growth in the number of partnerships that have occurred between the public and non-profit sector in an attempt to bring the best recreation amenities to a community.

Gymnasium space, by virtue of its programming flexibility has a wide base appeal that serves sports like basketball, volleyball, badminton, table tennis and pickleball along with general recreation and support for youth programs. Basketball participation has increased over the past 10-years and Pickleball is an emerging sport that has a draw and interest from seniors but can be played by all ages. Although pickleball courts are starting to populate the park and outdoor landscape, access to indoor space is rather limited. Multiple pickleball courts can easily be accommodated within a gymnasium facility.

Growth in ice hockey has continued to increase and according to USA Hockey, the number of youth players registered in the U.S. increased about 8.7% between the 2012-2013 and 2016-2017 seasons. A contributing factor that is a challenge for hockey nationally is the relatively high cost for participation. Ice hockey is an expensive sport for participants that requires a significant outlay of capital for registration fees, tournaments, equipment and travel costs.

Nationally, figure skating programs have seen a slight increase in participation recently. United States Figure Skating (USFS) reports that participation in the basic skills program increased 3% over the previous year (2014-2015). Basic Skills participation grew to over 122,000 participants through over 1,000 certified programs across the country. The average number of basic skills participants at each certified rink is 120 participants. USFS has diversified its Basic Skill program offering to expand the skating opportunity for the beginner by including pre-school skating, adult, hockey, speed skating, free skate, synchronized skating, theater on ice, artistry in motion, pairs, ice dance and Special Olympics. There are over 575 registered synchronized skating teams and 46 Theater on Ice teams registered in the U.S.

Non-Sport Participation Statistics: It is important to note that participation rates in non-sport activities. While there is not an abundance of information available for participation in these types of activities as compared to sport activities, there are statistics that can be utilized to help determine the market for cultural arts activities and events.

There are many ways to measure a nation's cultural vitality. One way is to chart the public's involvement with arts events and other activities over time. The NEA's Survey of Public Participation in the Arts remains the largest periodic study of arts participation in the United States. It tracks various arts activities that Americans (aged 18 and over) report having done in the course of a year. It also asks questions about adults' preferences for different kinds of music, and it seeks to understand participation in non-arts leisure events such as sports and exercise, outdoor activities and civic and social affairs.

The participation numbers for these activities are national numbers and the information falls into the following categories:

- Visual & Performing Arts Attendance
- Arts Consumption Through Electronic Media
- Creating, Performing and Sharing Art
- Participation in Arts Learning Activities
- Reading and Film Attendance

Visual & Performing Arts Attendance

Table L – Percentage of U.S. Adult Attending a Performing Arts Activity at Least Once in the Past 12-Months

				Rate of Change	
Music	**2002**	**2008**	**2012**	**2002-2008**	**2008-2012**
Jazz	10.8%	7.8%	8.1%	-3.0%	+0.3%
Classical Music	11.6%	9.3%	8.8%	-2.3%	-0.5%
Opera	3.2%	2.1%	2.1%	-1.1%	+0.0%
Latin Music	Not Asked	4.9%	5.1%	NA	+0.2%
Outdoor Performing Arts Festival	Not Asked	20.8%	20.8%	NA	+0.0%

				Rate of Change	
Plays	**2002**	**2008**	**2012**	**2002-2008**	**2008-2012**
Musical Plays	17.1%	16.7%	15.2%	-0.4%	-1.5%
Non-Musical Plays	12.3%	9.4%	8.3%	-2.9%	-1.1%

				Rate of Change	
Dance	**2002**	**2008**	**2012**	**2002-2008**	**2008-2012**
Ballet	3.9%	2.9%	2.7%	-1.0%	-0.2%
Other Dance	6.3%	5.2%	5.6%	-1.1%	+0.4%

- Following a sharp decline in overall arts attendance that occurred from 2002-2008, participation rates held steady from 2008-2012.
- Changes in the U.S. demographic composition appear to have contributed to the overall declines in performing arts attendance. Still, various subgroups of Americans have maintained or increased attendance rates for individual art forms.

Table M – Percentage of U.S. Adults Attending Visual Arts Activities and Events

				Rate of Change	
	2002	2008	2012	2002-2008	2008-2012
Art Museums/Galleries	26.5%	22.7%	21.0%	-3.8%	-1.7%
Parks/Historical Buildings	33.4%	24.5%	22.4%	-8.9%	-2.1%
Craft/Visual Arts Festivals	31.6%	24.9%	23.9%	-6.7%	-1.0%

Table N – Percentage of Adults Attending Live Music Performance by Genre in the Past 12-Months

Genre	Percentage
Jazz	15.9%
Latin	9.1%
Classical	18.2%
Opera	4.8%
Hymns	14.2%
Country	20.2%
Rap	8.7%
Blues	13.1%
Folk	9.8%
Pop/Rock	43.6%

- Visual arts attendance has declined significantly since 2002.
- These 10-year declines were experienced by all demographic subgroups, with one exception; the nation's oldest Americans (75+) were more likely to attend visual arts activities than a decade ago.

Arts Consumption Through Electronic Media

Table O – Percentage of Adults Who Watched or Listened to an Arts Broadcast or Recording At least Once the Past 12-Months via TV/Radio or Internet

	TV or Radio	Internet	Both
Jazz	9.6%	5.2%	11.8%
Lain, Spanish, or Salsa	10.5%	5.4%	12.6%
Classical	11.7%	5.8%	13.6%
Opera	3.6%	1.5%	4.3%
Other Music[5]	40.1%	24.9%	46.9%
Theater Productions (musical or stage play)	6.2%	2.1%	7.1%
Ballet, Modern, or Contemporary	3.9%	1.3%	4.5%
Other Dance Programs and Shows	8.3%	2.2%	9.2%
Programs and Info. About Visual Arts	7.6%	4.1%	9.4%
Programs Info. About Book Writers	7.5%	5.3%	10.0%
Other Books, Stories, or Poetry Read Aloud	3.8%	4.6%	7.1%

Table P – Percentage of U.S. Adults Who Used Mobile or Handheld Devices to Explore the Arts: 2012

	Percentage
US Adult Population Used Mobile/Handheld Device for Any Reason	53.2%
Read, Listen, Download any Novel, Short Story, Poetry or Plays	16.0%
Watch, Listen, or Download Any Music	3.4%
Download or View Any Visual Arts	7.9%

- Americans were more likely to watch or listen to broadcast arts performances using traditional sources such as TV and radio than the Internet.
- Nearly half of all American adults watched or listened to a broadcast or recorded performance of rock, pop, country, folk, rap or hip-hop music in 2012.
- Over two-thirds of people watching dance performances via median in 2012 were women. Nearly three-quarters of the adult audience was 25-64.

[5] Rock, pop, country, folk, rap or hip-hop

Creating, Performing and Sharing Art

Table Q – Percentage of American Adults Engaging in the Performing Arts: 2012

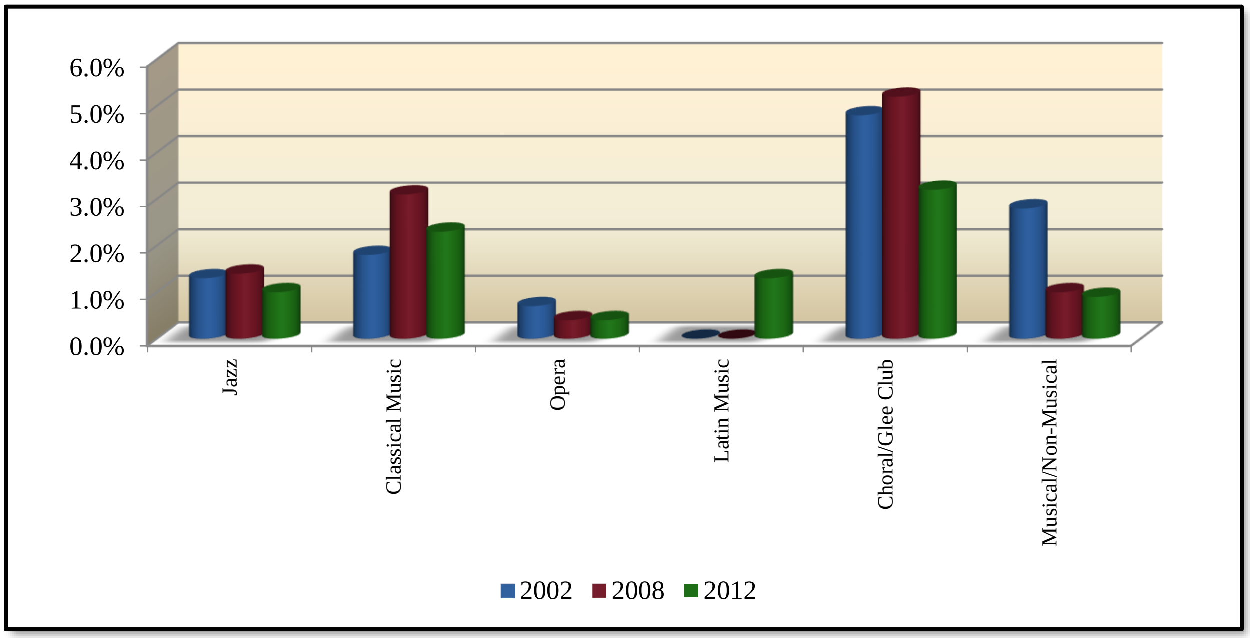
	Percentage
Play a Musical Instrument	12.1%
Play a Musical Instrument (with others)	5.1%
Do Any Acting	1.4%
Do Any Social Dancing	31.6%
Do Any Formal Dancing	5.1%
Perform or Practice Singing	8.7%
Do Any Singing w/ Other People	6.8%

- Social dancing is the most common way Americans performed art in 2012, followed by playing a musical instrument.
- Women are more likely than men to dance. The rates of dance participation are highest for young adults (18-34) and increase with educational level and family income.

Table R – Percentage of Adults Who Practiced or Performed Music of Various Types

				Rate of Change	
Practiced or Performed	**2002**	**2008**	**2012**	**2002-2008**	**2008-2012**
Jazz	1.3%	1.4%	1.0%	+0.1%	-0.4%
Classical Music	1.8%	3.1%	2.3%	+1.3%	-0.8%
Opera	0.7%	0.4%	0.4%	-0.3%	+0.0%
Latin Music	N/A	N/A	1.3%	N/A	N/A
Choral or Glee Club	4.8%	5.2%	3.2%	+0.4%	-2.0%
Musical or Non-Musical	2.8%	1.0%	0.9%	-1.8%	-0.1%

Chart A – Percentage of U.S. Adult Population Attending Arts Performances:



- The percentage of American adults who performed or practiced jazz, classical music, or opera has not changed much since 2002.

- The percentage of people in a choral or glee club orwho performed in a musical or non-musical stage play has declined since 2002.

Table S – Percentage of Adults Creating or Performing Arts During the Last 12 Months

	Percentage
Music	5.0%
Dance	1.3%
Films/Videos	2.8%
Photos	12.4%
Visual Arts	5.7%
Scrapbooks	6.5%
Creative Writing	5.9%

Table T – Percentage of U.S. Adults Using Electronic Media to Create or Perform Art in the Past 12 Months by Art Form

	Percentage
Recorded, Edited, or Remixed Music	4.4%
Recorded, Edited or Remixed Dance	0.9%
Recorded, Edited or Remixed Films and Videos	2.2%
Edited Photos	13.0%

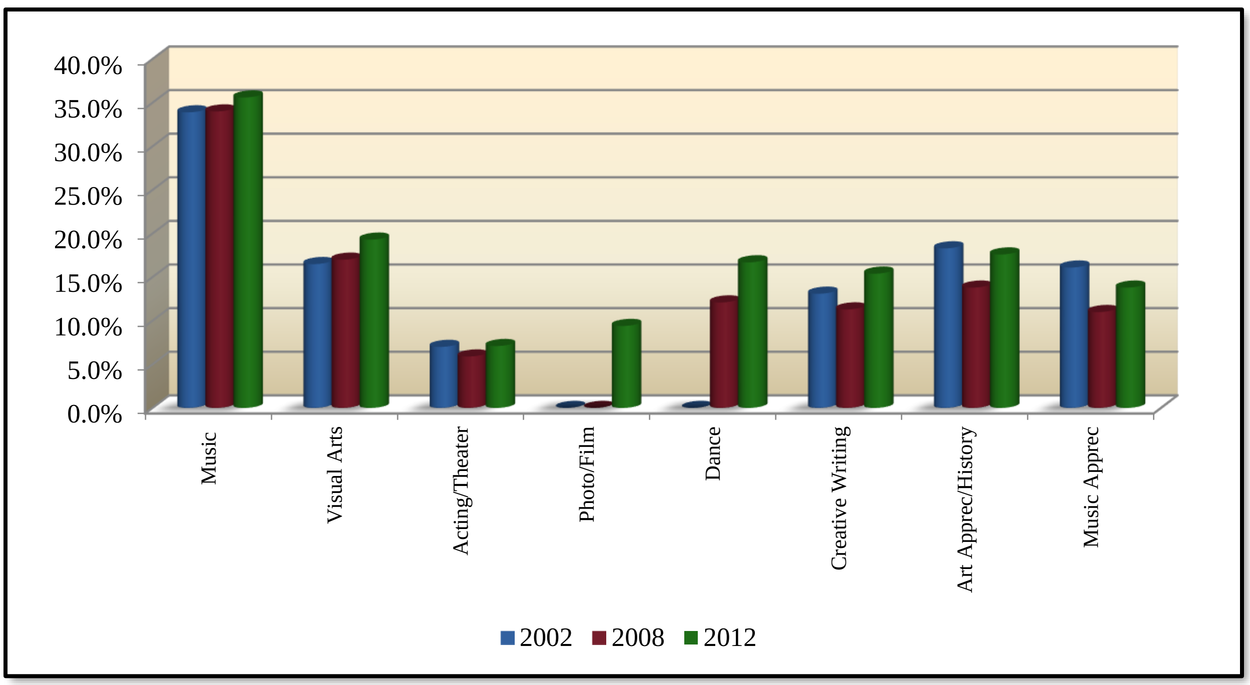
- 19% of American adults in 2012 used electronic media to share art that they themselves had created, edited or remixed.
- Men are more likely than women to use electronic media to create, perform, or share yet. This pattern stands in contrast to most forms of arts participation, in which women typically lead men.
- Large proportions of adults who create music or visual art do so through electronic media.
- 12% of Americans take photographs for artistic purposes, making photography the most common form of arts creation.

Participation in Arts Learning Activities

Table U – Percentage of U.S. Adults Who Took Arts Lessons and Classes During their Lifetime by Form of Art Studied

				Rate of Change	
	2002	2008	2012	2002-2008	2008-2012
Music	33.9%	34.0%	35.6%	+0.1%	+1.6%
Visual Arts	16.5%	17.0%	19.3%	+0.5%	+2.3%
Acting or Theater	7.0%	5.9%	7.1%	-1.1%	+1.2%
Photography or Film	N/A	N/A	9.4%	N/A	N/A
Dance	N/A	12.1%	16.7%	N/A	+4.6%
Creative Writing	13.1%	11.3%	15.4%	-1.8%	+4.1%
Art Apprec. or History	18.3%	13.8%	17.6%	-4.5%	+3.8%
Music Appreciation	16.1%	11.0%	13.8%	-5.1%	+2.8%

Chart B – Percentage of U.S. Adult Population Attending Arts Performances:

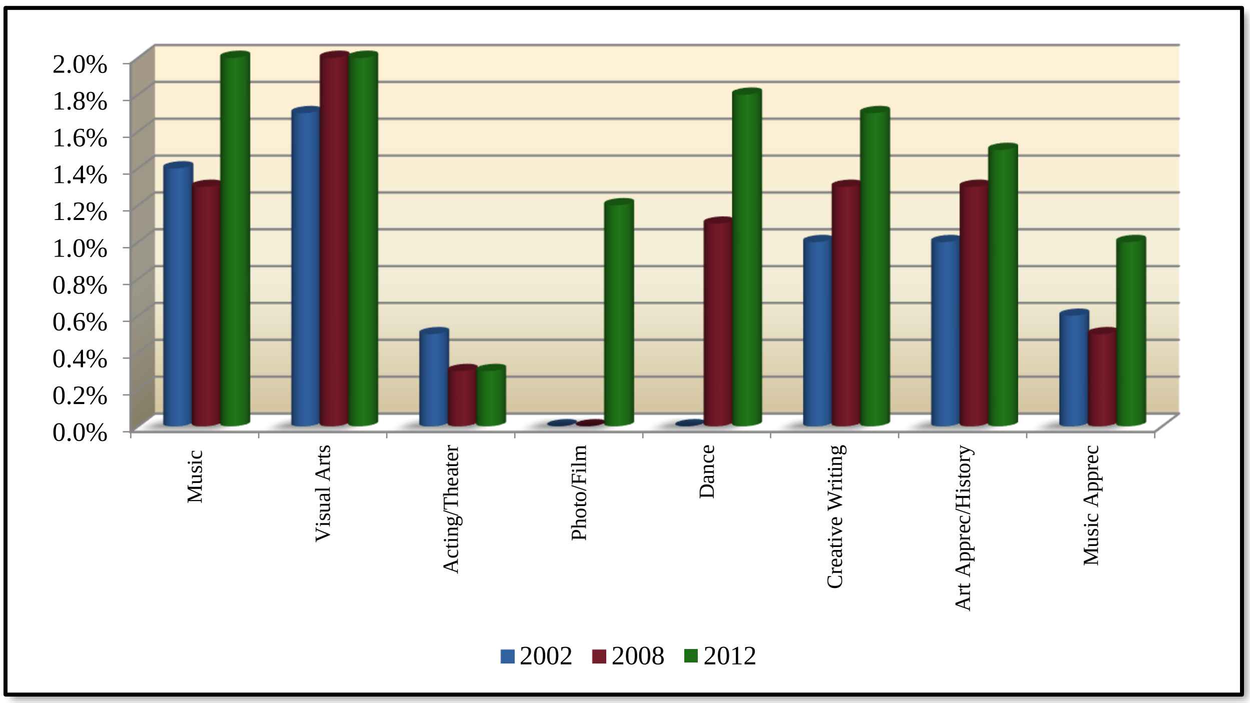


- Music is the art form most commonly studied, whehter through voice-training or learning to play an instrument.

Table V – Percentage of U.S. Adults Who Took Arts Lessons and Classes During the Past 12-Monts

				Rate of Change	
	2002	2008	2012	2002-2008	2008-2012
Music	1.4%	1.3%	2.0%	-0.1%	+0.7%
Visual Arts	1.7%	2.0%	2.0%	+0.3%	+0.0%
Acting or Theater	0.5%	0.3%	0.3%	-0.2%	+0.0%
Photography or Film	N/A	N/A	1.2%	N/A	N/A
Dance	N/A	1.1%	1.8%	N/A	+0.7%
Creative Writing	1.0%	1.3%	1.7%	+0.3%	+0.4%
Art Apprec. or History	1.0%	1.3%	1.5%	+0.3%	+0.2%
Music Appreciation	0.6%	0.5%	1.0%	-0.1%	+0.5%

Chart C – Percentage of U.S. Adult Population Attending Arts Performances:



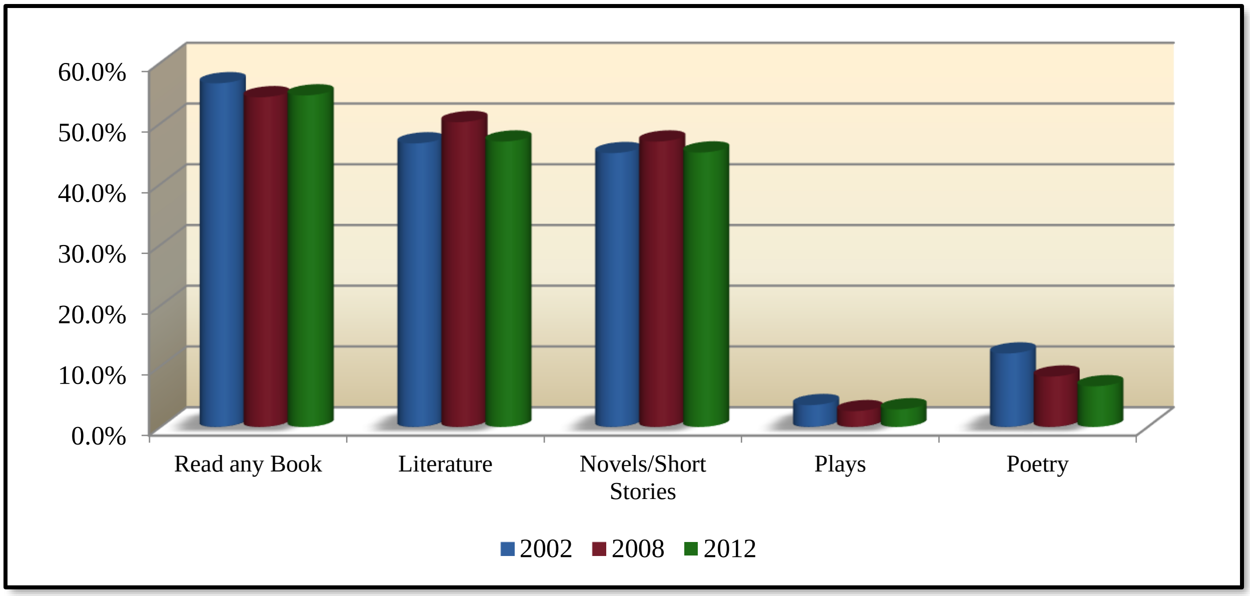
- Childhood experience in the arts is significantly associated with educational level obtained in adulthood. Over 70% of college graduates said they visited an art museum or gallery as a child, compared with 42% of adults who have only a high school diploma.

Reading and Film Attendance

Table W – Reading Activity

				Rate of Change	
	2002	**2008**	**2012**	**2002-2008**	**2008-2012**
Read any Book, non-required	56.6%	54.3%	54.6%	-2.3%	+0.3%
Literature	46.7%	50.2%	47.0%	+3.5%	-3.2%
Novels and Short Stories	45.1%	47.0%	45.2%	+1.9%	-1.8%
Plays	3.6%	2.6%	2.9%	-1.0%	+0.3%
Poetry	12.1%	8.3%	6.7%	-3.3%	-1.6%

Chart D – Reading Activity

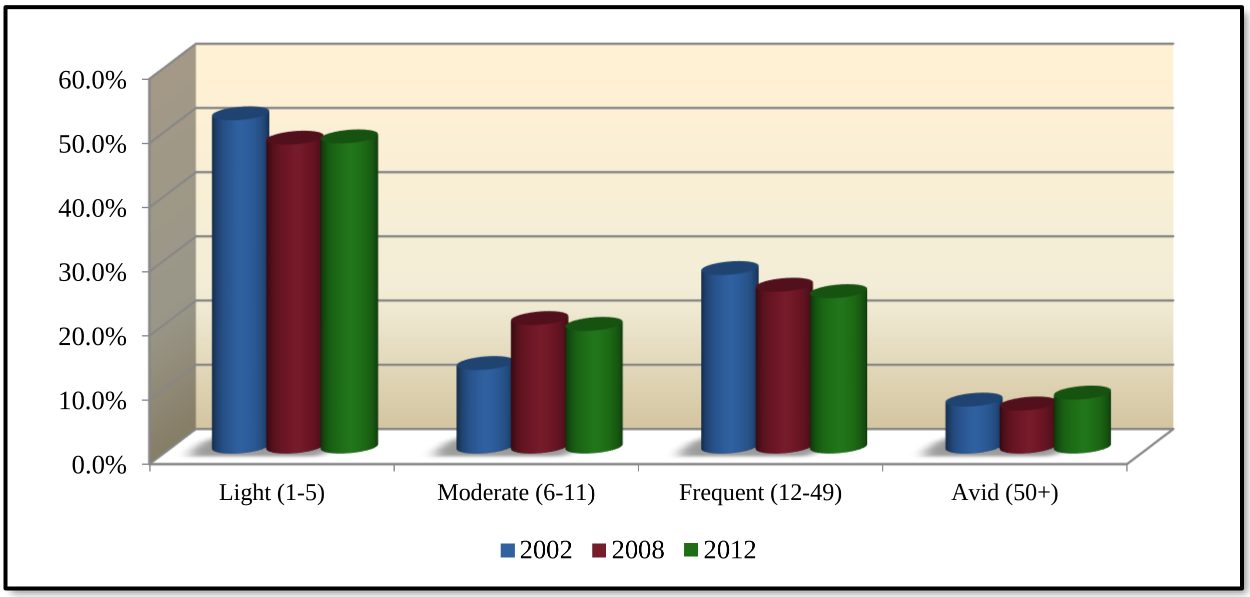


- Women are far more likely to read book than are men.
- Men are more likely to read nonfiction than fiction, while the opposite is true for women.
- Reading of books and literature has increased among older adults in the past decade.

Table X – Percentage of U.S. Adults who Read During the Past 12 Months by Frequency (number of books read):

				Rate of Change	
	2002	2008	2012	2002-2008	2008-2012
All Adults					
Light (1-5)	29.4%	26.1%	23.4%	-3.3%	-2.7%
Moderate (6-11)	7.4%	10.9%	10.4%	+3.5%	-0.5%
Frequent (12-49)	15.7%	13.7%	13.2%	-2.0%	-0.5%
Avid (50+)	4.1%	4.6%	4.6%	+0.5%	+0.0%
All Book Readers					
Light (1-5)	51.9%	48.1%	48.3%	-3.8%	+0.2%
Moderate (6-11)	13.0%	20.0%	19.1%	+7.0%	-0.9%
Frequent (12-49)	27.8%	25.2%	24.2%	-2.6%	-1.0%
Avid (50+)	7.3%	6.7%	8.4%	-0.6%	+1.7%

Chart E – All Book Readers Rate of Consumption



- Over half of Amerian adults read at least one book in 2012. This is unchanged from 2008, but in 2002 slightly more adults read books.
- About 4% of adults belonged to a book club or reading group in 2012.

Section IV – Stakeholder Meeting Summary

Over the course of this study a number of stakeholder's meetings were scheduled to help identify any gaps in services or facilities in the Fairmont area and to determine the programming needs for the organizations represented. A summary of the stakeholder meetings is highlighted below.

The existing Senior Center program is not meeting the needs of the senior population in the Fairmont area and the facility is old, small, outdated, and lacks the components that many senior's area looking for. Some of the seniors that participated in the stakeholder meetings indicated that they did not know where the senior center was located, and others mentioned they were not interested in any of the programs offered at the Senior Center. Many seniors mentioned the need for socialization through programming and facility, especially a walking track and swimming pool.

There is a segment of the senior population that travel to warmer climates in the winter time and have been exposed to the benefits of a community center and would like to see similar facility in Fairmont.

Some mentioned that the disability community is under-served and the medical therapy centers in town do not have access to a therapy pool for rehab and exercise. In some cases there is funding available to support disability programming through the State of Minnesota.

Specific interest noted by the seniors include a walking track, weight room, cardio equipment, group exercise classes, swimming pool, gymnasium space for basketball, tennis and pickleball, large meeting room that can be split into smaller classrooms, coffee shop and gift shop. The senior's clearly see and expect the community center to be a social connection for the community. Having one facility will reduce the fragmentation occurring with the existing facilities in the market place. Also mentioned was the economic spin-off a community center provides along with creating jobs and being a supplement to other tourism traffic attracted to the area.

The City/County stakeholder group mentioned the need for large events and wedding reception that can accommodate seating for 350 people. It was noted that Fairmont is one of the few communities without a community center. The closest community center is 30 miles away in Esterville. A community center will enhance the quality of life in the community and will contribute to maintaining or increasing home values in the area. A community center is also important for attracting quality, professional people for area businesses.

The need for an indoor pool was discussed, especially a zero-depth, warm water pool that could be used for therapeutic purposes. Handicap access to swimming is virtually non-existent and there is funding sources to support these programs. It was reported that the County contributed about $225,000 in support of handicap swimming opportunities 15 years ago. Water exercise opportunities are important, but someone noted that a water fitness class only costs $2.00 per visit now. This rate is significantly lower that other communities and does not reflect the actual cost for delivering the service.

The community has lots of sunbirds that travel south during the winter months and are exposed to other community centers. The existing senior center is too small to meet the senior needs today. A community center is needed to draw younger people into the community and will serve as a hub in bringing the community together.

Specific programming gaps mentioned include a lap pool for exercise swimming, a therapy pool, indoor track, gym space for pickleball and basketball, large multi-purpose community room, and exercise space. The gymnasium space could be used for tournaments (pickleball, basketball and volleyball) to attract visitors into the community. In addition, Mayo Health Systems is interested in a collaboration that will require some dedicated exam rooms to support their outreach programs.

It was mentioned that perhaps the Armory will be vacated in the next couple of years. What role, if any a Armory plays in meeting the recreation and leisure needs of the community need to be explored at the appropriate time. The CVB is pushing to get the Armory more use.

The City is not staffed or in position to operate a community center and does not have a Parks and Recreation Dept. There is no additional funding for contributing to the community center operations without raising taxes. The School District provides some recreation programing through CER and discussions on collaboration with CER are needed to determine overall interest and expertise available.

Many voiced the importance of having a Foundation responsible for operation. The concept of the field house was discussed regarding providing large event space that is not currently available in the community. The local sales tax initiative could be a potential funding sources and is generating about $600,000 per year.

Business Leaders noted the need for a large multi-purpose meeting room space with an attached catering kitchen, the latest technology included and a seating capacity of 350-400 people. There was some discussion on how a field house could be converted and used for convention space and trade show space. Also highlighted was the importance of keeping young families in Fairmont.

Many felt the community is lacking indoor recreational access, especially in the winter. Specific components included a field house, lap pool, recreation pool, multi-purpose meeting room space, and child watch area. Having things for families to do will help make Fairmont an attractive place to live. Having a connection to outside (trails, playground, pavilion) is desired. There was some discussion on who would operate the facility and the importance of getting management engaged in the process early.

Child care is becoming a big issue that is impacting area employers and employees alike. The concept of combining resources to improve overall efficiency and perhaps stretch resources further was discussed. The potential of combing management of the outdoor pool and new community center might provide the opportunity to divert some of the operating support to the new facility.

Corporate wellness is focused on group membership rates at this point, but employers and business leaders recognize that identifying employees at risk and helping those employees overcome their health risk factor will become more important. The community center can play a vital role in supporting health initiatives. The community is perception to be stagnate from a growth perspective and having a community center will help change that perception.

Athletic Organizations noted the need for more gymnasium space. Access to the school district facilities is limited to youth sport organization. The School District only has three gymnasium spaces. There are no training facilities for youth baseball/softball. Participation in baseball and basketball has remained steady. GER operates the adult basketball program. Fees to use existing space in the community is very affordable. The Baseball organizations pays $250 for a three-month period to use gym space on Sunday evenings. The Baseball organizations do not pay any fees for field access.

Specific needs include a multi-purpose meeting room, gymnasium space, swimming pool and fitness center. Organizations currently run their own concession operations that contribute to fund raising, especially during tournaments.

The Chamber of Commerce and CVB feel a community center will create the opportunity to bring teams into the community and generate economic trade. Having a large multi-purpose meeting room space and the field house that could be converted to trade show or exhibition space on occasion is important. There are no facilities in the community that can accommodate a 300-person event. Classroom and meeting room could help to supplement 7uyconvention space by providing break out activity space. Even the Fair Grounds is hosting weddings and there is no AC in the building.

People are looking for things to do in the winter months and the community could use a place that creates and encourages community and a sense of belonging. It was pointed out that the Millennials are looking for quality of life amenities. The community center will be a sources of community pride.

The group agreed that the lack of licensed day care facilities in the community is a problem.

The group of volunteer organizations feel the community is lacking a multi-purpose meeting room space that could be used for banquets. The latest technology should be included, and a catering kitchen is needed to support events. Some participants thought seating for 600 people is needed. The community center could play a key role in helping welfare caseloads, especially cases involving the need for wellness before a person can get back to the work force.

Some noted that not all students have access to computers and WIFI. Having computer access and internet is critical for some students and having access could support a student's ability to keep up with his/her studies.

An indoor pool was mentioned as a community need and there was some concern over the capacity for people to pay fees. The community center must be affordable. Although there is a sensitivity that a new community center will compete with the existing fitness service providers there was an interest expressed for more access to fitness facility and programs. A walking/jogging track, fitness equipment and space for aerobics is needed to introduce people to a healthy lifestyle and wellness. A game room and coffee shop were also mentioned.

Mayo is interested in having 2 dedicated exam rooms and access to meetings rooms and components. They will also buy a certain number of memberships to help with the cash flow. They feel that a new community center will be a recruitment tool to attract new employees to the area.

The Hockey Club has about 150 players along with another 180 people in the learn-to-skate and recreation programs. The existing sheet of ice is regulation sized but the building lacks air conditioning, dehumidification equipment and adequate locker rooms. Not having this equipment limits the length of the skating season (Sept-April) but helps keep the operating costs to a minimum. The County does not assess a rental or lease fee, and this allows the hockey club to offer very affordable fees to participate. The average fee to participate was reported to be about $225 per season.

The pull tab operation and annual pond hockey event are the main fundraisers for the club and contribute to keep fees relatively low for participants. It should be noted that the overall operating cost for the ice rink is much lower than typically found in most communities that have an ice rink. Although the low costs contribute to building a program while keeping fees low, it must be remembered that moving into a new facility with proper air exchanges, air conditioning, dehumidification and different refrigeration package will increase the operating costs that will require increase fees to participate.

The Mayo Health System is donating the land for the community center in return for some branding space within the center. In addition, Mayo is interested in exploring other health initiatives including clinic services, lunch and learn educational presentations, health screening, employee wellness membership, physical therapy, and community wellness.

Specific needs include two office/exam rooms, a warm water swimming pool, track, fitness equipment, gymnasium space, multi-purpose meeting room space that can seat 350. Space for some of mayo's support groups (like Baby Café and others) is important.

Mayo reported that it has almost 500 employees and 25% of employees have employee wellness memberships. However, only about 10% of the employee base is actively using their corporate wellness membership.

There was a discussion about the health needs assessment being conducted currently. The objective of this study is to identify the top health priorities in the community. Depression, stress and fitness are trending as top priorities. Mayo is looking to the future of health services by using virtual doctors and fitness to stay connected to patience. Virtual trainers from the hospital network in Rochester are supporting pre-surgery training. Mayo is working to streamline the pay/reimbursement side of virtual services.

In addition to health initiatives, Mayo feels that a community center is critical for recruitment and they are losing good potential employees without a center. Mayo made it clear that they recruit the entire family.

Art Studio at Paintin Place reported that they run art classes for the physically and behaviorally challenged people in the community as an outlet and form of expression. In addition, the center offers private lessons for individuals and care givers as well as to the general public. CER also provides for art classes but the community is lacking an arts studio. A messy arts room with adequate storage for projects and supplies would help advance the art programs and exposure in the community.

The potential to create display space within the community center has appeal. Sharing display space sharing for multiple art venues, painting, pottery, jewelry, woodworking, quilting, and knitting is desirable. Arts is underserved for youth, handicapped and seniors.

Section V – Alternative Service Providers

Part of the market analysis included an inventory of alternative service providers in the area. A summary of the alternative service providers is listed below.

Aquatic Park: This City aquatic center is a seasonal facility. The facility has several bodies of water including a water slide with splash down area, interactive spray features, diving well and lap lanes, children's pool. Fees are relatively low for admission and the aquatic park requires significant general fund support annually.

Cutting Edge Fitness: Without question, Cutting Edge is the most complete, largest and diversified fitness center in the community. Programming offerings in the 28,000 SF facility includes cardio equipment, weight room, functional training, sports training, sun tanning, group fitness, yoga, personal training, massage and Silver Sneakers program. Club membership is about 1,000 people.

Anytime Fitness: A national chain designed for individual fitness focused on cardio equipment and weight lifting. The facility is a 24/7 operation through a key fob.

Cross Fit: Cross fit is a small facility of about 2,000 SF that focuses on cross fit classes. Total membership is about 135 people. The owner indicated an interest in partnering with the community center that would including leasing space for the Cross Fit program.

Fairmont School District: The School District offers community education and recreation programs through the Community Education and Recreation (CER) and by virtue of the program offerings and school facilities, will be the biggest competitor of the community center. Program offerings through CER include:

Youth Activity	Archery	Arts
	Gymnastics	Gardening
	Soccer	Cooking
	Tennis	Track/Field
	Basketball	Lego's
	Learn-to-Swim	Summer Camp
Enrichment	General Interest	Computer/Technology
	Active Living (Senior)	Adult Education
	Early Childhood Education	Arts
	4-H	Stem Classes
Sports	Softball	Baseball
	T-Ball	Golf
	Sports Camps	Flag Football
	Tennis	Soccer

Section VI – Program Assessment

The focus of the overall project is on meeting the community's recreational and program needs of the service area. The organizing committee has been studying the community center for an extended time and has developed a preliminary program that represents the community interest expressed. When comparing the preliminary program recommendation developed by the citizen committee to the market analysis process, stakeholder meetings and understanding of operating realities the following assessment is possible.

Field House/Gymnasium – A space that is approximately 36,000 sq. ft. and divisible into three gym areas (each with a 50' by 84" basketball court) by a drop curtain and an elevated walking/jogging track. The main gymnasium space should be set up for a variety of activities including youth/adult basketball, youth/adult volleyball, soccer, tennis, pickleball and potential convention/trade show space. Portable seating should be included (tip and roll type bleachers).

The priority of multi-purpose space is supported through the capacity of the market potential for individual activities represent a significant number of basketball (733 people), running/jogging (1,371 people), walking (3,554 people), volleyball (301 people), and soccer (385 people).

It should be noted that having a new community center with a field house with gymnasium space will not eliminate the need for sport associations to have access to school district facilities. In fact, the current use of school facilities will likely continue at the current level even with a new gymnasium facility added to the community inventory of space.

Ice Arena – One ice surface with the possibility of adding a second sheet of ice in the future. The primary sheet of ice is approximately 42,000 SF with a 200x85 foot ice surface, 5 locker rooms, spectator seating, concessions and support spaces. The design of the ice arena will provide the equipment and operating systems to provide ice year around. However, it should be noted that the ice surface, 17,000 SF, could be used as additional trade show or event space.

The current ice arena operates about six months and provides for the basic needs of the youth hockey program. However, the building lacks the mechanical systems and locker rooms typically found in most ice rinks making the facility less than desirable and difficulty in attracting teams for tournament play. Even given the shortcomings of the facility it should be noted that the ice rink is operated very efficiently. Costs for the operating the facility are less than $200,000 per year. This is one of the contributing factors in keeping the cost to participate in youth hockey low. In addition, the pull tab operation contributes a large amount annually to support the ice rink operation. As a result, hockey fees are very reasonable and average about $225 per player. This is significantly less than most other communities.

Although the Hockey Association has done a great job in supporting the ice rink it cannot be overlooked that the hockey interest in the community is relatively low. The market potential for hockey is significantly lower than the activities that can take place in the fitness area and field house. In addition, the cost to operate a new ice rink will be more than what the Hockey Association is currently paying to provide ice and will be the costliest component to operate in the community center. Air exchanges, dehumidification, sub-soil heating, ice plant system and mechanical systems will undoubtably increase costs and ultimately increase the cost to participate in hockey and/or require some form of funding to subsidize the operation.

The cost for construction, the cost to operate and the fact there is an existing ice rink in town all lead to the conclusion that the ice component is a lower priority than other components in the community center.

Aquatic Area – Without doubt, a progressive and notable trend in aquatics continues to be the recreation pool concept. Incorporating water slides, current channels, fountains, zero depth entry and other water play features into a pool's design has proved to be extremely popular for the recreational user. Recreation pools appeal to the younger children (who are the largest segment of the population that swim) and to families. The recreational pool should be designed around a specific theme with features that include zero depth entry, current channels, and other water play features. The aquatic area should be supported by a whirlpool bath and separate teaching/therapy pool that can accommodate rehabilitation, lap swimmers and swim lessons.

Recognizing the importance of competitive swim, a placeholder for a competitive pool is in the program but there is not currently a competitive swim team in the area and consequently the need for competitive swimming is a lower priority. Overall swimming is supported by a strong market potential (1,572 people) and along with a large multi-purpose meeting room space was the most frequently heard need expressed from the stakeholder meetings. Currently the only swimming pool available for public use is the outdoor pool that has a limited season. There are no indoor, public pools in the community.

Weight/Cardiovascular Area – An area of at least 5,000 sq. ft. that includes free weights, selectorized machines and cardiovascular equipment for youth and adult fitness, sport specific training, rehab/exercise and stretching. In addition, a space of approximately 200 sq. ft. dedicated to health screenings and personal training client space.

Statistically, exercise with equipment (1,880 people), yoga (903 people), pilates (131 people) and aerobic exercise (1,446 people) all rank in the top eleven activities/sports most popular in the U.S, according to the National Sporting Goods Association statistics exercise and fitness are one of the components that will drive membership, daily admission and participation. As a result, the fitness component has become the cornerstone for many community centers by virtue of generating revenue and participation. In addition, fitness activities appeal to a wide range of ages to help combat obesity along with improving the quality of one's life.

Many people in the stakeholder meetings mentioned the sensitivity of not competing with the existing private providers. However, it must be remembered that the space allocated in the preliminary program is less than 10% of the total building size and clearly indicates that fitness is not the primary focus. The space allocated in the private sector facilities are 100% dedicated to fitness. Many stakeholders mentioned the importance and need for more fitness opportunities in the community. The market potential statistics would suggest that the fitness market has not reached a saturation point.

Multi-Purpose Room – A space of about 4,500-5,000 sq. ft. that can be divided into smaller rooms for multiple program functions. This space would be used for community rentals, events and trade shows as well. A catering kitchen to support the meeting room activities with direct access to the meeting room is desirable.

The multi-purpose space, along with the field house space will provide the elements necessary to attract, promote and host conventions, trade shows and community events. Multi-purpose meeting room space was supported through the stakeholder meeting process and was mentioned as a top priority of each stakeholder group. There is not currently a large multi-purpose space in the community.

Support Spaces – There must be sufficient space and resources allocated for the following:

Lobby/lounge space
Front desk area
Resource area
Restrooms/Locker Rooms
Concession and vending
Office space
Storage
Mechanical systems

Other Facility Components for Consideration:

Aerobic/Fitness/Dance Area – Two rooms with an area approximately 1,500 SF that features a mirrored wall, dance bars mounted on the wall, free-floating impact floor, sound system, storage area and storage cubbies. This space would be used for aerobics, dance, pilates, and martial arts programs. A smaller auxiliary fitness room of approximately 800 SF is recommended to accommodate spinning classes, yoga and smaller classes not requiring the size of the main aerobic room. This room should also have a free-floating wood floor and adjustable lighting to adjust/modify the environment for yoga and relaxation classes.

The demand for Yoga, Zumba, Pilates, Spinning and group exercise is growing. Interest and participation in fitness classes are on the rise nationally, recording a 45% increase in participation over the past 10 years. Group fitness space has proved to be a popular amenity in centers around the country and it is not uncommon to have between 25-40 classes per week in these spaces.

Senior Area – The Senior population is growing in Fairmont programming is growing and the demographic analysis indicates this age group will continue to increase. The existing senior center in the community is too small and lacks the amenities seniors are looking for. It was clear from the results of the stakeholder meetings and facility tour that the existing facility has very little appeal today and generates very little interest within the senior community. Consideration should be given for a focus on senior programming. The multi-purpose space in the center could be programmed program for senior activities and when matched with other amenities in the program (swimming, track, fitness and pickleball) provide the key elements for developing a vibrant and strong senior program. A strong senior program is vital for creating traffic flow and revenue stream during non-prime operating hours.

Indoor Playground - A themed area designed for children ages 1-10 featuring a fun land with creative and interactive play equipment including a complex matrix of tubes, spiral slides, climbing apparatus, interactive music, hollow logs, and multi-level play structure. This space should be approximately 1,200 sq. ft. and is important component to attract young children, especially to help draw family interest in moving to Fairmont.

Birthday Party Rooms – Two rooms of approximately 600 sq. ft. each that is immediately adjacent to the leisure swimming pool and indoor play area. These rooms will be used to host birthday parties and serve as a (messy arts class room).

Childcare Area: This space requires about 1,200 SF with a separate quiet room and activity room that includes an area for the children to play games and toys. The childcare area should be adjacent to outdoor space and have direct access to the indoor playground. Ideally the childcare area is located near the lobby of the building with good visibility from the front desk or administrative area.

Support Spaces – There must be sufficient space and resources allocated for the following:

- Lobby/lounge space
- Front desk area
- Resource area
- Restrooms/Locker Rooms
- Concession and vending
- Office space
- Storage
- Mechanical systems

Operations

The operations analysis represents a conservative approach to estimating expenses and revenues and was completed based on the best information available and a basic understanding of the project. This pro-forma does not imply any particular operator but rather an estimate of operating costs and revenues for a stand-alone facility. Fees and charges utilized for this study reflect a philosophy designed to meet a reasonable cost recovery rate and future operations cost and are subject to review, change, and approval by the joint powers committee. There is no guarantee that the expense and revenue projections outlined in the operations analysis will be met as there are many variables that affect such estimates that either cannot be accurately measured or are subject to change during the actual budgetary process or partnership.

Expenditures

Expenditures have been formulated on the costs that were designated by Ballard*King and Associates to be included in the operating budget for the facility. The figures are based on the size of the center, the specific components of the facility, and the hours of operation. All expenses were calculated to the high side and the actual cost may be less based on the final design, operational philosophy, and programming considerations adopted by the joint powers organization.

Fairmont Community Center – A community center with a multi-court gymnasium, warm water leisure pool with zero depth entry and play features, conference room, walking/jogging track, fitness center with cardiovascular and weight lifting area, group exercise rooms, multi-purpose room, birthday party rooms, child watch area, support offices, administration area and lobby. Approximately 90,000 square feet. Options 1B of about 95,000 SF with a third gymnasium space. Option 1C of about 97,500 SF with an expanded meeting room/multi-purpose space that could be used for conferences, and Option 1D that includes a 35,000SF ice rink for total of 132,500SF.

Full-Time Staff	Salary Level
Facility Manager	$75,000
Aquatic Coordinator	$45,000
Recreation Coordinator	$45,000
Maintenance Coordinator	$48,000
Maintenance Worker	$35,000
Administrative Assistant	$40,000
	$288,000
Benefits (30%)	$86,400
	$374,400
Event Coordinator - Phase 1C	$45,000
Benefits	$13,500
	$58,500

Part-Time Staff

Phase I	Rate	Hours	Weeks	Total
Welcome Desk	$9.50	146	51	$70,737
Gym Attendant - School yr	$9.00	45	36	$14,580
Gym Attendant - Summer	$9.00	60	15	$8,100
Child Watch Attendant	$9.00	100	51	$45,900
Lifeguards - School yr	$9.50	298	36	$101,916
Lifeguards - Summer	$9.50	398	15	$56,715
Head Guard	$11.00	54	51	$30,294
Building Attendant	$10.00	63	36	$22,680
Building Attendant	$10.00	84	15	$12,600
Birthday Party Host	$10.00	12	52	$6,240
Adult Leagues				$7,680
Youth Sports Camps				$3,264
Adult Tournaments				$1,800
Fitness				$26,000
General				$50,836
Aquatics				$13,800
Aquatic Fitness				$14,900
Other Aquatics				$7,030
Ice				
				$495,072
Benefits				$37,873
Total Part Time Salaries				$532,945

Note: Part Time worksheets and program staff costs can be found begin on page 69.

<u>Part-Time Staff continued</u>

Phase IB and IC	Rate	Hours	Weeks	Total
Welcome Desk	$9.50	146	51	$70,737
Gym Attendant - School yr	$9.00	45	36	$14,580
Gym Attendant - Summer	$9.00	60	15	$8,100
Child Watch Attendant	$9.00	100	51	$45,900
Lifeguards - School yr	$9.50	298	36	$101,916
Lifeguards - Summer	$9.50	398	15	$56,715
Head Guard	$11.00	54	51	$30,294
Building Attendant	$10.00	119	35	$41,650
Building Attendant	$10.00	100	15	$15,000
Birthday Party Host	$10.00	12	52	$6,240
Adult Leagues				$7,680
Youth Sports Camps				$3,264
Adult Tournaments				$1,800
Fitness				$26,000
General				$50,836
Aquatics				$13,800
Aquatic Fitness				$14,900
Other Aquatics				$7,030
Ice				
				$516,442
Benefits				$39,508
Total Part Time Salaries				$555,950

Part-Time Staff continued

Ice	Rate	Hours	Weeks	Total
Welcome Desk	$9.50	146	51	$70,737
Gym Attendant - School yr	$9.00	45	36	$14,580
Gym Attendant - Summer	$9.00	60	32	$17,280
Child Watch Attendant	$9.00	100	51	$45,900
Lifeguards - School yr	$9.50	298	36	$101,916
Lifeguards - Summer	$9.50	398	15	$56,715
Head Guard	$11.00	53	51	$29,733
Building Attendant	$10.00	119	51	$60,690
Birthday Party Host	$10.00	10	52	$7,488
Ice Maintenance	$15.00	60	34	$30,600
Ice Attendants	$9.00	28	34	$8,568
Adult Leagues				$7,680
Youth Sports Camps				$3,264
Adult Tournaments				$1,800
Fitness				$26,000
General				$50,836
Aquatics				$13,800
Aquatic Fitness				$14,900
Other Aquatics				$7,030
Ice				$6,000
				$575,517
Benefits				$44,027
Total Part Time Salaries				$619,544

Expense Summary

Category	Phase I	Phase IB	Phase IC	Ice
Personnel (includes benefits)				
Full-time	$ 374,400	$ 374,400	$ 432,900	$ 432,900
Part-time	$ 532,945	$ 555,950	$ 555,950	$ 619,544
Total Personnel	$ 907,345	$ 930,350	$ 988,850	$ 1,052,444
Utilities				
Gas/Elect.-SF less 18% for circulation	$ 166,050	$ 175,275	$ 179,887	$ 244,462
Water/Sewer	$ 8,500	$ 8,500	$ 8,500	$ 10,500
Communications (Phone/Radios)	$ 8,500	$ 8,500	$ 10,000	$ 11,500
Dues and Subscriptions	$ 1,000	$ 1,000	$ 2,500	$ 3,500
Uniforms	$ 4,000	$ 4,000	$ 4,500	$ 5,000
Bank Charges (charge cards/EFT fees)	$ 7,500	$ 8,000	$ 9,500	$ 12,000
Insurance-General Liability	$ 25,000	$ 30,000	$ 30,000	$ 35,000
Custodial Supplies	$ 15,000	$ 15,000	$ 18,000	$ 20,000
Supplies-Office	$ 18,000	$ 18,000	$ 20,000	$ 20,000
Contract Services	$ 35,000	$ 35,000	$ 40,000	$ 50,000
ASCAP/Fire Alarm/Office Equipment/Software, Cable)				
Maint/Repair Supplies	$ 7,500	$ 7,500	$ 8,500	$ 11,000
Printing	$ 9,000	$ 9,000	$ 12,000	$ 12,000
Trash	$ 4,000	$ 4,000	$ 4,000	$ 4,000
Recreation Equipment and Supplies	$ 40,000	$ 40,000	$ 45,000	$ 50,000
Food Supplies	$ 1,500	$ 1,750	$ 1,750	$ 1,750
Pool Chemicals and Supplies	$ 18,500	$ 18,500	$ 18,500	$ 23,500
Postage and Freight	$ 2,000	$ 2,000	$ 3,000	$ 3,000
Advertising and Promotion	$ 15,000	$ 15,000	$ 20,000	$ 20,000
Items for Resale	$ 2,500	$ 2,500	$ 2,500	$ 3,500
Zamboni supplies	$ -	$ -	$ -	$ 6,000
Misc	$ 2,500	$ 2,500	$ 3,000	$ 3,000
Total	$ 1,298,395	$ 1,336,375	$ 1,429,987	$ 1,602,156
Capital				
Replacement fund	$ 50,000	$ 50,000	$ 50,000	$ 75,000
Grand Total	$ 1,348,395	$ 1,386,375	$ 1,479,987	$ 1,677,156

Note:
*Utility Rates factored at $2.25/SF less circulation space (18%) for balance of the building

*Contract services includes HVAC/Controls ($12,000), Pool System ($12.000), elevator ($500), fire alarm system ($500), office equipment/copy machine services ($2,500), Fitness Equip ($7,500).

*It is strongly recommended that a sinking fund be established with a goal to build adequate reserves that meet future capital needs. This pro-forma proposes a portion of the membership and daily fees get directed to the capital replacement fund to supplement the budgeted amount of $25,000. A target for building the sinking fund to a level of $250,000 is desirable.

Revenues

The following revenue projections were formulated from information on the specifics of the project and the demographics of the service area as well as comparing them to national statistics, other similar facilities and the competition for recreation services in the area. Actual figures will vary based on the size and make-up of the components selected during final design, market stratification, philosophy of operation, fees and charges policy, and priority of use. All revenues were calculated conservatively as a result.

	Option 1	Option 1B	Option 1C	Ice
Fees				
Daily Admissions	$ 122,400	$ 122,400	$ 122,400	$ 155,780
1 Month	$ 88,900	$ 88,900	$ 88,900	$ 88,900
Annuals	$ 419,950	$ 419,950	$ 419,950	$ 440,800
General Rentals	$ 66,780	$ 77,430	$ 105,630	$ 206,930
Total	$ 698,030	$ 708,680	$ 736,880	$ 892,410
Programs				
Aquatics	$ 48,448	$ 48,448	$ 48,448	$ 48,448
Ice	$ -	$ -	$ -	$ 10,584
Sport Leagues	$ 14,200	$ 14,200	$ 14,200	$ 14,200
Tournaments	$ 12,000	$ 33,600	$ 33,600	$ 33,600
General	$ 65,474	$ 65,474	$ 65,474	$ 65,474
Total	$ 140,122	$ 161,722	$ 161,722	$ 161,722
Other				
Resale Items	$ 5,000	$ 5,000	$ 5,000	$ 6,500
Special Events	$ 3,000	$ 3,000	$ 5,000	$ 5,000
Vending	$ 5,000	$ 5,000	$ 5,000	$ 6,000
Mayo Lease	$ 24,000	$ 24,000	$ 24,000	$ 24,000
Child Watch	$ 11,475	$ 11,475	$ 11,475	$ 11,475
Total	$ 48,475	$ 48,475	$ 50,475	$ 52,975
Grand Total	$ 886,627	$ 918,877	$ 949,077	$ 1,107,107

Expenditure – Revenue Comparison

Category	Base	1B Phase	1C Phase	Ice Phase
Expenditures	$1,348,395	$1,386,375	$1,479,987	$1,677,156
Revenue	$ 886,627	$ 918,877	$ 949,077	$1,107,107
Difference	($461,768)	($467,498)	($530,910)	($570,049)
Recovery Percentage	66%	66%	64%	66%

This operational pro-forma was completed based on the best information available and a basic understanding of the project. However, there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.

Future years: Expenditures – Revenue Comparison: Operation expenditures are expected to increase by approximately 3% a year through the first 3 to 5 years of operation. Revenue growth is expected to increase by 4% to 8% a year through the first three years and then level off with only a slight growth (3% or less) the next two years. Expenses for the first year of operation should be slightly lower than projected with the facility being under warranty and new. Revenue growth in the first three years is attributed to increased market penetration and in the remaining years to continued population growth. In most recreation facilities, the first three years show tremendous growth from increasing the market share of patrons who use such facilities, but at the end of this time period revenue growth begins to flatten out. It is not uncommon to see the amount of tax support to balance the community center budget increase as the facility ages.

Fees and Attendance

Projected Fee Schedule: The fee schedule below was developed as the criteria for estimating revenues. Actual fees are subject to review and approval by the joint powers committee and entities. The monthly rate listed is the cost of an annual pass broken down into twelve equal payments and does not include any handling fees. It should be noted that monthly bank draft convenience for customers would encourage more annual pass sales. However, there are bank fees and a substantial amount of staff time spent managing the bank draft membership base and consideration should be given to pass on some form of a handling fee for bank draft customers. A portion of the fees listed below will be directed to a capital reserve account for future capital equipment replacement needs.

Daily Admissions

Category	Daily
Adult	$ 6.00
Youth	$ 4.00
Senior	$ 5.00
Family	NA

Monthly Fees

Category	Daily
Adult	$35.00
Youth	$20.00
Senior	$28.00
Family	$75.00
Military	$25.00

Annual Fees

Category	Daily
Adult Basic	$360
Adult Gold	$420
Youth Basic	$215
Senior Basic	$265
Senior Gold	$350
Family Basic	$780
Family Gold	$900
Military	$300

Part-Time Staff Worksheets

Welcome Desk Attend	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
	Mon-Fri	5:30am-12:30pm	7	1	5	35
		Noon-5pm	5	1	5	25
		5pm-10pm	5	2	5	50
	Saturday	6:00am-2pm	8	1	1	8
		2pm-9pm	7	2	1	14
	Sunday	9:30am-1pm	3.5	0	1	0
		1pm-8pm	7	2	1	14
Total						146

Gym Attendant/Fitness	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
32 weeks	Mon-Fri	1pm-6pm	5	0	5	0
		4pm-9pm	5	1	5	25
	Saturday	9am-9pm	12	1	1	12
	Sunday	Noon-8pm	8	1	1	8
Total						45

Gym Attendant/Fitness	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
15 weeks	Mon-Fri	1pm-6pm	5	1	5	25
		6pm-9pm	3	1	5	15
	Saturday	9am-9pm	12	1	1	12
	Sunday	Noon-8pm	8	1	1	8
Total						60

Lifeguard-School	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
36 weeks	Mon-Fri	5:30am-8am	2.5	2	5	25
		8am-Noon	4	2	5	40
		Noon-3pm	3	2	5	30
		3pm-6pm	3	4	5	60
		6pm-8pm	2	5	5	50
		9pm-10pm	1	0	5	0
	Saturday	6:00am-Noon	6	3	1	18
		Noon-6pm	6	5	1	30
		6pm-9pm	3	5	1	15
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	5	1	30
		6pm-8pm	2	0	1	0
Total						298

Lifeguard-Summer	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
15 weeks	Mon-Fri	5:30am-8am	2.5	2	5	25
		8am-Noon	4	3	5	60
		Noon-5pm	5	5	5	125
		5pm-7pm	2	5	5	50
		7pm-9pm	2	5	5	50
		9pm-10pm	1	0	5	0
	Saturday	6:00am-Noon	6.5	2	1	13
		Noon-6pm	6	5	1	30
		6pm-9pm	3	5	1	15
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	5	1	30
		6pm-8pm	2	0	1	0
Total						398

Head Lifeguard	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
51 weeks	Mon-Fri	5:30am-8am	2.5	0	5	0
		8am-Noon	4	0	5	0
		Noon-3pm	3	0	5	0
		3pm-6pm	3	1	5	15
		6pm-9pm	3	1	5	15
		9pm-10pm	1	0	5	0
	Saturday	6:00am-Noon	6	1	1	6
		Noon-6pm	6	1	1	6
		6pm-9pm	3	1	1	3
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	1	1	6
		6pm-8pm	2	1	1	2
Total						53

Building Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
15 weeks	Mon-Fri	5:30am-8am	2.5	0	5	0
		8am-Noon	4	0	5	0
		Noon-3pm	3	1	5	15
		3pm-6pm	3	1	5	15
		6pm-9pm	3	0	5	0
		9pm-Midnight	3	2	5	30
	Saturday	6:00am-Noon	6	0	1	0
		Noon-6pm	6	1	1	6
		6pm-9pm	3	1	1	3
		9pm-Midnight	3	1	1	3
	Sunday	9:30am-Noon	2.5	0	1	0
		Noon-6pm	6	1	1	6
		6pm-9pm	3	2	1	6
Total						84

Building Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
36 weeks	Mon-Fri	5:30am-8am	2.5	0	5	0
		8am-Noon	4	0	5	0
		Noon-3pm	3	0	5	0
		3pm-6pm	3	1	5	15
		6pm-9pm	3	1	5	15
		9pm-Midnight	3	0	5	0
	Saturday	6:00am-Noon	6	1	1	6
		Noon-6pm	6	1	1	6
		6pm-9pm	3	1	1	3
		9pm-Midnight	3	1	1	3
	Sunday	9:00am-Noon	3	1	1	3
		Noon-6pm	6	1	1	6
		6pm-9pm	3	2	1	6
Total						63

Birthday Host	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
51 weeks	Friday	6pm-8pm	2	0	1	2
	Saturday	Noon-6pm	6	1	1	6
	Sunday	Noon-4pm	4	1	1	4
Total						12

Child Watch	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
51 weeks	Mon-Fri	8am-1pm	5	2	5	50
		4pm-8pm	4	2	5	40
	Saturday	8am-1pm	5	2	1	10
Total						100

1B and 1C Phase

Building Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
34 weeks	Mon-Fri	5:30am-8am	2.5	0	5	0
		8am-Noon	4	1	5	20
		Noon-3pm	3	1	5	15
		3pm-6pm	3	2	5	30
		6pm-9pm	3	1	5	15
		9pm-Midnight	3	0	5	0
	Saturday	6:00am-Noon	6	1	1	6
		Noon-6pm	6	2	1	12
		6pm-9pm	3	1	1	3
		9pm-Midnight	3	1	1	3
	Sunday	9:00am-Noon	3	1	1	3
		Noon-6pm	6	1	1	6
		6pm-9pm	3	2	1	6
Total						119

Ice Maintenance	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
34 weeks	Mon-Fri	5:30am-8am	2.5	0	5	0
		8am-Noon	4	0	5	0
		Noon-3pm	3	0	5	0
		3pm-6pm	3	1	5	15
		6pm-9pm	3	1	5	15
		9pm-Midnight	3	0	5	0
	Saturday	6:00am-Noon	6	1	1	6
		Noon-6pm	6	1	1	6
		6pm-9pm	3	1	1	3
		9pm-Midnight	3	1	1	3
	Sunday	9:00am-Noon	3	1	1	3
		Noon-6pm	6	1	1	6
		6pm-9pm	3	1	1	3
Total						60

Ice Attendant	Days	Time	Total Hours	Employees	Days	Total Hrs. Week
34 weeks	Friday	8pm-10pm	2	4	1	8
	Saturday	Noon-2pm	2	5	1	10
	Sunday	2pm-4pm	2	5	1	10
Total						28

Program Staff Worksheets

Adult Leagues	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Official	2	$20.00	6	20	$4,800
	Scorer - Vol	1	$0.00	6	20	$0
Volleyball - Volunteer	Official	1	$0.00	6	20	$0
Indoor Soccer	Official	1	$20.00	6	24	$2,880
Total						$7,680

Youth Sports Camps	Position	Staff	Rate/Hr	Number	Hours	Total
Basketball	Coaches	2	$12.00	2	16	$768
Volleyball	Coaches	2	$12.00	2	16	$768
Soccer	Coaches	2	$12.00	2	16	$768
Other	Coaches	2	$15.00	2	16	$960
Total						$3,264

Adult Tournaments	Position	Staff	Rate/Game	Games	Tourn.	Total
Basketball	Official	2	$20.00	24	1	$960
Volleyball	Official	1	$15.00	24	1	$360
Indoor Soccer	Official	1	$20.00	24	1	$480
Total						$1,800

Fitness	Rate/Class	Classes/Week	Number of Staff	Weeks		Total
Group Fitness Classes	$25.00	20	1	52		$26,000
Personal Training	Contract					
Total						$26,000

General Recreation Classes	Rate/Class	Classes/Week	Number of Staff	Weeks	Total
Adult Classes	$12.00	6	1	36	$2,592
Youth/Teen Classes	$10.00	6	1	36	$2,160
Summer/Break Day Camp					$0
Supervisor	$13.00	40	1	10	$5,200
Counselors	$12.00	40	8	10	$38,400
Misc. Classes	$11.50	6	1	36	$2,484
Total					$50,836

Learn to Swim Classes	Rate/Class	Classes/Day	Days	Weeks	Total
Summer	$10.00	18	5	8	$7,200
Spring/Fall	$10.00	12	2	20	$4,800
Winter	$10.00	9	2	10	$1,800
Total					$13,800

Water Exercise	Rate/Class	Classes/Wk	Weeks	Total
Summer	$25.00	10	14	$3,500
Spring/Fall	$25.00	12	26	$7,800
Winter	$25.00	12	12	$3,600
Total				$14,900

Other	Rate/Class	Classes/Wk	Weeks	Total
Private Lessons	$10.00	6	45	$2,700
Lifeguard Training	$25.00	30	3	$2,250
Swim camp	$20.00	10	2	$400
Misc.	$15.00	4	28	$1,680
Total				$7,030

Learn to Skate	Rate/Class	Classes/Wk	Weeks	Total
Spring/Fall	$25.00	8	20	$4,000
Winter	$25.00	8	10	$2,000
Total				$6,000

Revenue Worksheets

Daily Fees	Fees	Number	Revenue
Adult	$6.00	30	$180
Youth	$4.00	15	$60
Senior	$5.00	20	$100
Total		65	$340
			x 360 days/year
Grand Total			$122,400

Month to Month	Fees	Number	Revenue
Adult	$35	630	$22,050
Youth	$20	25	$500
Senior	$28	325	$9,100
Family	$75	735	$55,125
Military/Police/Fire	$25	85	$2,125
Total		1,800	$88,900

Annual Passes	Fees	Number	Revenue
Adult Basic	$420	65	$27,300
Adult Gold	$360	160	$57,600
Youth Basic	$215	15	$3,225
Senior Basic	$265	35	$9,275
Senior Gold	$350	85	$29,750
Family Basic	$780	240	$187,200
Family Gold	$900	100	$90,000
Military/Police/Fire	$300	52	$15,600
Total		752	$419,950

With Ice

Annual Passes	Fees	Number	Revenue
Adult	$360	240	$86,400
Youth	$215	20	$4,300
Senior	$265	120	$31,800
Family	$780	385	$300,300
Military/Police/Fire	$300	60	$18,000
		825	$440,800

Daily Fees	Fees	Number	Revenue
Adult	$6.00	30	$180
Youth	$4.00	60	$240
Senior	$5.00	20	$100
Total		65	$520
			x 64 days/year
Grand Total			$33,380

Program Revenue Worksheets

Adult Leagues	Teams	Fee	Seasons	Total
Basketball	12	$250	2	$6,000
Volleyball	12	$175	2	$4,200
Indoor Soccer	8	$250	2	$4,000
Total				$14,200

Youth Sports Camps	Participants	Fee	Sessions	Total
Basketball	20	$65	2	$2,600
Volleyball	20	$65	2	$2,600
Soccer	20	$65	2	$2,600
Other	20	$65	2	$2,600
Total				$10,400

Adult Tournaments	Teams	Fee	Number	Total
Basketball	16	$250	1	$4,000
Volleyball	16	$250	1	$3,200
Indoor Soccer	16	$300	1	$4,800
				$12,000
Total				

General Recreation Classes	Rate/Class	Classes/Week	Participants	Weeks/sessions	Total
Adult Classes	$25.00	3	8	8	$4,800
Youth/Teen Classes	$25.00	3	8	8	$4,800
Summer/Break Camp	$65.00	1	50	9	$29,250
Misc. Classes	$25.00	3	8	4	$2,400
Fitness	$48.00		24	12	$13,824
Total					$55,074

Learn to Swim	Classes/Week	Fee	Participants	Sessions	Total
Summer	18	$30.00	4	4	$8,640
Spring/Fall	12	$30.00	4	2	$2,880
Winter	9	$30.00	4	1	$1,080
Private Lessons	6	$15.00	1	45	$4,050
Total					$14,550

Water Aerobics	Classes/Week	Fee	Participants	Sessions	Total
Summer	15	$7.00	4	14	$5,880
Spring/Fall	12	$7.00	4	26	$8,736
Winter	12	$7.00	4	12	$4,032
Total					$18,648

Other	Classes/Week	Fee	Participants	Sessions	Total
Lifeguard Training	1	$100.00	10	3	$3,000
Swim Camp	1	$65.00	25	2	$3,250
Misc.	6	$10.00	5	30	$9,000
Total					$15,250

Revenues	Rate/Hr.	Number of Hrs.	Weeks	Total
Banquet Room (per section)	$30	2	50	$3,000
Youth Leagues	$50	36	20	$36,000
Party Room	$30	2	48	$2,880
Swimming Pool	$350	1	10	$3,500
Gym (per court)	$50	3	26	$3,900
Tournaments (7)	$2,500		7	$17,500
Total				$66,780

Option 1B

Revenues	Rate/Hr.	Number of Hrs.	Weeks	Total
Banquet Room (per section)	$30	2	50	$3,000
Youth Leagues	$50	36	20	$36,000
Party Room	$30	2	48	$2,880
Swimming Pool	$350	1	10	$3,500
Gym (per court)	$50	5	26	$6,500
Tournaments	$3,650		7	$25,550
Total				$77,430

Option 1C

Revenues	Rate/Hr.	Number of Hrs.	Weeks	Total
Banquet Room (per section)	$30	2	50	$3,000
Banquet Room (wknd-4 hrs)	$500	1	24	$12,000
Conference/Convention	$2,500	1	6	$15,000
Kitchen	$50	1	24	$1,200
Youth Leagues	$50	36	20	$36,000
Party Room	$30	2	48	$2,880
Swimming Pool	$350	1	10	$3,500
Gym (per court)	$50	5	26	$6,500
Tournaments	$3,650		7	$25,550
Total				$105,630

Ice Option

Revenues	Rate/Hr.	Number of Hrs.	Weeks	Total
Banquet Room (per section)	$30	2	50	$3,000
Banquet Room (wknd-4 hrs)	$500	1	24	$12,000
Conference/Convention	$2,500	1	6	$15,000
Kitchen	$50	1	24	$1,200
Party Room	$30	2	48	$2,880
Youth Leagues	$50	36	20	$36,000
Swimming Pool	$350	1	10	$3,500
Gym (per court)	$50	5	26	$6,500
Youth Hockey	$125	22	28	$77,000
Ice rentals	$125	4	34	$17,000
Tournaments	$3,650		9	$32,850
Total				$206,930

Ice Programs	Classes/Week	Fee	Participants	Sessions	Total
Spring/Fall	6	$7.00	7	24	$7,056
Winter	6	$7.00	7	12	$3,528
Total					$10,584